

*How Can Scandinavian Contemporary Fashion (SCF)  
Brands Nurture their Growth & Hype Sustainably in the  
Future?*



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*How Can Scandinavian Contemporary Fashion (SCF) Brands Nurture their Growth & Hype  
Sustainably in the Future?*

**Abstract:**

This study explored the Business Models (BM) of Scandinavian Contemporary Fashion (SCF) brands, using an analysis grid based on the BM Canvas. It confirmed how SCF brands place sustainability at the core of their Value Propositions (VP). Designs are produced in-house and manufactured by external suppliers, mainly selected by their sustainability and circularity (reuse and recycling) production methods, certifications and animal welfare policies. Most SCF brands developed their own restricted chemical substances list, fiber indices and garment care instructions, to better guide suppliers and customers towards their VP. SCF brands engaged in partnerships on sustainability and charity (to strengthen their green and inclusivity credentials), culture (to deliver unique lifestyle offerings) and public relations (to develop integrated online/offline marketing campaigns towards Millennials and Generation-Z consumers). SCF brands also benefit from intellectual protection and great international coverage, but could enhance their value chain traceability and circularity (repair and reduce) initiatives, customer relationships and recruitment processes, to preserve their overwhelming success sustainably in the future.

**Keywords:** *Scandinavian, Contemporary, Fashion, Business Model, Sustainability, Circularity, Inclusivity, Lifestyle, Blue Ocean Strategy, Competitive Advantage*

## **Introduction:**

The Fashion Industry (FI) is very dynamic and in constant evolution. Particularly now, there is this “conscious consumption” (BoF 2020) trend, driven by Millennials and Generation-Z consumers, urgently requesting for durable and high quality wardrobe staples. Since these consumers represent “the largest global customer cohort” (BoF and McKinsey 2020) for the FI, it is unavoidable to ignore their requests. Unlike many others, which were ‘forced’ to implement sustainability mechanisms as a response to consumer shifts, Scandinavian Contemporary Fashion (SCF) brands seem to be praising sustainability since their inception. Since very little and only generalized literature exists regarding SCF brands, this thesis aims to explore the Business Model (BM) of a sample of SCF brands, in order to examine how these brands are ingraining sustainability in every aspect of their businesses. Likewise, by analyzing each building block of the Business Model Canvas (BMC), it will be possible to identify other potential areas for Competitive Advantage (CA) resonating with Millennials and Generation-Z consumers (e.g. routes to market, communication approaches, limited-editions). Such systematic approach is indeed needed, to address the main topic of the study: *How can SCF brands nurture their growth & hype sustainably in the future?*

## **Contextual Background:**

The Contemporary Fashion (CF) segment emerged in the late 1990’s as means to bridge the gap between the luxury and mass-market fashion segments. CF brands position themselves along very unique terms, as they are able to deliver high-quality, casual and chic styles with a luxurious feel, at sweet-spot prices (mostly around the 164€-327€ range) (De Klerk 2019). Denmark and Sweden have become noticeable hallmarks for the SCF industry.

### *a. Danish Contemporary Fashion:*

Since 2005, Copenhagen has grown to become the fifth global fashion venue “after Paris, Milan, New York, and London” (Melchior 2015, 183). The Danish CF industry is characterized by

small, independently managed players and a special focus on knitwear. Danish CF brands offer a broad array of different stylistic identities, ranging from “cosmopolitan classic look(s) (to) bohemian and ethnic-inspired styles (...) to avant-garde street styles” (Melchior 2015, 185) (Figure 1, Appendix). Nonetheless, all Danish CF brands have one characteristic in common: ‘*Sustainability*’. In fact, Copenhagen Fashion Week (CFW) and its very strict sustainability criteria, have prompted Danish CF brands to infuse “sustainability into their strategies, design (processes and) material choices” (Kent 2020) in order to qualify for the show.

*b. Swedish Contemporary Fashion:*

Although the Swedish FI is largely controlled by public retail groups (e.g. H&M), there are still some private CF labels resonating in the market. While most Swedish CF brands offer minimalist and monochromatic styles (McCrory 2020), there is a minority that is opting for “avant-garde street styles” inspired by Danish CF (Melchior 2015, 185). Hence, these brands are adding a multifaceted approach to Swedish CF (Figure 2, Appendix). Moreover, the Swedish Fashion Council launched a “*Fashion Talents Incubator*” program (Campbell 2019) in charge of prioritizing and strengthening sustainability standards. Hence, sustainability is also a common denominator for Swedish CF brands.

**Literature Review:**

With an overview on CF and Scandinavian CF in place, it is now possible to outline the theoretical components that are needed to address and investigate the main topic of study.

*a. Strategy – A Firm’s Foundation:*

In today’s highly dynamic and competitive environment, every firm must begin by defining its *Strategy*; its source of value generation and value appropriation. Once strategy is defined, a firm must shift its attention towards *Tactics*; the range of operational activities needed to implement strategy and attain CA (Casadesus-Masanell & Ricart 2010, 196). Initially, there were two generic business strategies that firms could adopt towards the pursuit of CA: *Cost*

*Leadership and Differentiation* (Porter 1985, 3). Nonetheless, because these are limited towards “exploiting (...) existing demand and making value/cost trade-offs, (they ultimately result) in a zero-sum game” (Lindic et al 2012, 930). Instead, a Blue Ocean Strategy (BOS) focusing on providing enhanced features at low costs, in a way that allows “margins for reinvestment (on) differentiation” (Baroto et al 2012, 124), is a more compelling avenue for CA today. Firms pursuing a BOS diverge from the “conventional strategic logic” (Ogbogu-Asogwa et al 2017, 726). By ignoring competitor’s strategies and seeking inspiration past industry boundaries and non-customers, firms are able to identify “uncontested market space(s)” (Mauborgne & Kim 2004, 36) and develop new product offerings accordingly, to fulfill underserved or unsatisfied needs. Hence, a BOS delivers an enormous potential to untap and capture new demand, truly making “a non-zero sum game happen” (Haavisto 2005).

*b. Connecting Strategy to Business Model (BM)*

The BM is a conceptual framework in charge of translating a firm’s strategy into actionable tactics for value maximization. More concretely, the BMC is a graphical framework that segments a firm’s operational activities into nine building blocks (Figure 3, Appendix). *Customer Segments* is the kickstart point for any business. To ensure strategic focus, businesses should address the specific needs, desires, problems and pain-points of a particular customer group via a *Value Proposition*: a simple, clear and concise statement of how an organization aims to create and capture value for them. Once these two components are in place, businesses can shift their attention towards *Channels* or *Routes to Market (RTM)*. Here, firms should strike a balance between direct channels (e.g. sales via owned physical stores, official brand websites) and indirect channels (e.g. sales via wholesalers, retailers, “partner-owned websites”) (Osterwalder & Pigneur 2010, 27). The goal is to attain a “multi-channel architecture (that optimizes channel coverage, adjustability and control, while at the same time minimizes cost and conflict” (Segetlija et al. n.d.). In addition, *Customer Relationships* are crucial to develop

a deeper understanding of customers, ensure higher satisfaction rates and forge long-lasting bonds for ongoing *Revenue Streams*. Moreover, *Key Resources* can be *Physical* (e.g. materials, equipment, suppliers), *Intellectual* (e.g. trademarks, copyrights), *Human* (e.g. employees) and/or *Financial* (e.g. cash, credit lines, securities) (Osterwalder & Pigneur 2010, 35). These are coupled with *Key Activities* (e.g. production, design, marketing), to attain operational success. Similarly, *Key Partnerships* are undertaken to acquire competencies and/or resources in a risk-minimizing manner, and consequently streamline business operations. Finally, the *Cost Structure* outlines the fixed and variable costs of a business. While fixed costs are constant and unaffected by the level of operational activity (e.g. rent, loan payments, employee salaries, insurance), variable costs are dynamic and dependent upon operational activity (e.g. raw materials, advertising, inventory, shipping costs) (Osterwalder & Pigneur 2010, 41)

#### *c. Circular Business Models – The Future of the Fashion Industry (FI)*

Unlike the traditional “industrial approach of ‘take, make, dispose’” (Guglielmo and Nitesh 2016), the *Circular BM* is designed to close the operational loop. The following *Circular BM*’s are gaining momentum in the FI: *Circular Supplies* make use of “less resource intensive (inputs)” (e.g. renewable fibers, recycled materials), to protect ecological diversity and minimize waste (Guglielmo and Nitesh 2016); *Resource Recovery* focuses on the collection of “resources (...) out of disposed products” (Accenture, 2014) for future upcycling; *Product Life Extension* prioritizes maintenance and repair, to enhance product durability. Finally, *Product as a Service* promotes rental and leasing, to make use of a product’s full lifecycle. All in all, *Circular BM*’s have emerged to alleviate the environmental burden caused by the FI.

#### **Research Questions (RQ):**

Based on the afore literature, the following RQ were formulated to investigate the overall topic of study more precisely: *RQ1 – What BM’s do SCF Brands pursue? Is the Circular BM leading the way?*; and *RQ2 – What are the sources of CA for SCF Brands?*



## **Methodology:**

To investigate the afore RQ, the following qualitative and exploratory approach was used. An initial list of 58 SCF brands was manually compiled as the population of study (Table 1, Appendix). These brands were identified as contemporary, based on the CF characteristics reviewed previously. Hence, a deductive approach was used to compute the population of interest. Afterwards, a convenience sampling technique was used to select a sample of study. This technique was purposefully chosen, to select solely those SCF brands with significant amounts of publicly available data and guarantee an exhaustive research. In total, 20 SCF brands were selected for further research (up until saturation point) (Table 2, Appendix). To investigate the sample of study, an analysis grid was created and structured according to the nine building blocks of the BMC, following a deductive approach once again. Within each block, sub-categories were created to dive deeper into each block. These were personally determined accordingly during the data collection process. Although efforts were undertaken to contact brand representatives and gain access to non-publicly available information, their lack of responses prompted the whole data collection process to be undertaken via means of the desk research and non-participant observation techniques. Hence, the following secondary data sources were used to fill-in the analysis grid: official brand websites, official brand social media accounts (e.g. *Instagram*, *Facebook*, *LinkedIn*, *YouTube*), social media analytics program (*Starngage*), magazine/newspaper articles (e.g. *Vogue*, *Elle*, *BoF*, *Telegraph*, *The Guardian*), job-listing platforms (e.g. *LinkedIn*, *BoF*, *Glassdoor*, *Indeed*) and overall Internet searches.

## **Discussion of Results:**

Overall, a total of 11/20 SCF brands studied were Danish and 9/20 Swedish. From these, 12/20 were established in the 21<sup>st</sup> century and 8/20 in the 20<sup>th</sup> century. All are privately-owned except for COS and Fjällraven. Currently, all brands offer womenswear, 11/20 menswear and 6/20

kidswear. Most also offer bags (16/20) and footwear (13/20) (Table 2, Appendix). The subsequent findings of this research are categorized according to the BM blocks investigated:

*a. Customer Segments*

Most SCF brands' (11/20) Instagram followers are female, while 6/20 have a relatively balanced female-male ratio, and only 3/20 have more male followers. The majority of all SCF brands' customers fall within the 20-35 years old range, thereby comprising both, Millennials and Generation-Z consumers (Dimock, 2019). The few brands with kidswear (6/20), also include customers below the 20-year mark, thereby expanding their Generation-Z base. Interestingly, 12/20 SCF brands' additionally appeal to customers within the 36-45 years old range. All brands' followers encompass European consumers, principally coming from Sweden (16/20), Denmark (14/20), Germany (10/20), the United Kingdom (UK) (9/20) and Norway (8/20). In addition, some SCF brands also have a significant proportion of followers from the United States (US) (14/20), China/Japan (6/20) and Australia (5/20). Moreover, all followers displayed interests in fashion, beauty, art and design, followed by tourism and travel (18/20), literature (16/20) and photography (10/20) (Table 3, Appendix).

*b. Value Proposition (VP)*

Sustainability is the strongest core value for 18/20 SCF brands. To reinforce their sustainability ethos, 11/20 brands also mention longevity and high quality, whereas 9/20 emphasize their seasonless and timeless essence. In addition, 7/20 SCF brands refer to their contemporary styles, whereas 6/20 brands include personal, self-empowerment statements to bolster customers' self-confidence. Surprisingly, only 4/20 brands refer to their country of origin (Table 4, Appendix).

*c. Routes to Market (RTM)*

All SCF brands have their own e-commerce platforms, with Ganni and Nudie Jeans additionally offering online rental and resale services, respectively. All SCF have direct links from Facebook and LinkedIn to their e-commerce stores, followed by Instagram (19/20),

Pinterest (18/20), Twitter (15/20) and YouTube (10/20). Most brands (17/20) also established their own Flagship Stores (FS). However, there is no clear and consistent pattern regarding the number of independent FS established by SCF brands (Table 5, Appendix). As expected, most FS are located in Denmark (13/17), Sweden (12/17) and Norway (11/17), followed by UK (10/17), Germany (7/17) and Netherlands (6/17). Curiously, some brands (5/20) even established their own archive, rental and resale physical stores in Scandinavia. By firstly establishing a presence across their home market (Scandinavia) and later continuing their “foreign expansion into psychically close markets” (Bergsten and Tradefelt 2013), SCF brands are all in all pursuing the Upsala Internationalization Model (UIM). Only 9/17 further expanded into other European countries and even to other continents: America (8/9), Oceania (4/9), Asia (3/9) and Africa (1/9). Similarly, 15/20 SCF brands rely on showrooms to showcase their brand narratives and universes more compellingly. Differently to FS, showrooms solely offer a space to display merchandise, but do not come with a purchase option afterwards. Most SCF brands (13/15) have 1-2 showrooms, which are usually connected to their headquarters (HQ), being thus located in Denmark or Sweden. Nonetheless, 5/15 brands also established showrooms in other European countries. Furthermore, 18/20 SCF brands rely on pop-up stores for “evaluating new markets (and) studying consumer behavior” (Robertson 2018). While 13/18 SCF brands opened permanent flagship stores after their temporary pop-up stores, 11/18 brands also opted for third-party distribution after pop-up closure, to minimize investments, risks and financial liability. Although most SCF brands (17/18) embraced the traditional brick-and-mortar pop-up store format, some brands additionally opted for other creative pop-up store formats. Interestingly, 4/18 SCF brands strategically launched pop-up stores during fashion weeks to generate more buzz (Table 5, Appendix).

Continuing with the indirect RTM, 12/20 SCF brands are also distributed across shopping malls (SM) located in Scandinavia (with Denmark and Sweden dominating), followed by Finland,

Germany and Eastern European countries. While Finland and Germany are in line with the UIM, Eastern European countries were strategically chosen, as “growth (...) is expected to remain stable overall” (BoF and McKinsey 2020). However, since growth is not buoyant, it was financially smart to establish an indirect RTM here. Moreover, Asia was the second most popular SM destination (6/12), with most brands (4/6) distributing in China. SM represent the most compelling RTM in Asia, considering that Millennials and Generation-Z Asian consumers spend most of their leisure time here. To continue with, most SCF brands (18/20) distributed across premium department stores in Portugal, followed by Sweden, Finland and Netherlands. Except for Portugal, the remaining destinations were in line with the UIM. Interestingly, Fjällraven was also distributed by a Japanese premium department store, but only for the sale of accessories and bags. Similarly, all SCF brands distributed across luxury/premium department stores in Scandinavia, followed by UK, France, Netherlands and Germany. Again, except for France, the remaining destinations were in line with the UIM. Most SCF brands (15/20) also distributed across American luxury/premium department stores. All in all, department stores have been one of the most traditional and successful RTM internationally, but with the rise of e-commerce and the number of purely digital players increasing, this RTM has been “hit particularly hard” (Bloomberg 2019). To hedge against this downturn, SCF brands additionally resort to purely digital or hybrid (online and offline) fashion Multi-Brand Stores (MBS). While all SCF brands distributed across luxury/premium MBS, only 19/20 distributed across premium MBS and 14/20 across fast fashion/premium MBS. While all fast fashion/premium MBS are purely digital, most premium MBS offer a hybrid model, whereas for luxury/premium MBS, the ratio between purely digital and hybrid players is quite balanced. Focusing more concretely on the hybrid models, most premium and luxury/premium MBS are located in Europe (mainly in Scandinavia, UK and Germany), followed by America (with US and Canada equally dominating). Differently, Oceania is the

third most popular premium MBS destination (10/19), but the least most popular for luxury/premium MBS (5/19). Also, most premium MBS are located in New Zealand, whereas most luxury/premium MBS are located in Australia. Curiously, the same number of SCF brands distributed across premium and/or luxury/premium MBS in Asia (7/19 for both), mainly in China. 4/20 SCF brands further rely on multi-brand sports/outerwear stores to distribute their activewear/outerwear series. In addition, 13/20 SCF brands collaborate with third-party premium and luxury/premium Outlet Stores (OS), primarily located in Europe and America. Only Acne Studios is distributed by an Asian luxury/premium OS. Outlets represent a compelling avenue to sell previous collection pieces at lower prices, making these occasionally accessible to a larger target audience (*inclusivity*), while simultaneously forgoing aggressive environmental practices (e.g. burning clothes) (*sustainability*). Lastly, SCF brands also rely on third-party online rental (13/20) and resale (20/20) platforms, as important circular RTM (Table 6, Appendix).

#### *d. Customer Relationships*

All SCF brands offer a self-service option, whereby customers have the choice to shop freely (without any guidance or assistance) via the brand's website and/or physical stores. Nonetheless, all brands include a telephone number and a contact e-mail on their websites, in case customers need concrete assistance. 8/20 SCF brands additionally offer a live chat, whereas only 3/20 provide a personal assistance/personal shopping service in-store. Curiously, Mads Norgaard has a reward system enabling customers to renew their 101 t-shirts for free, if owned for more than 20 years. Moreover, 12/20 SCF brands accurately provide automated virtual recommendations of similar garments, based on previous customer garment searches. Interestingly, only Tiger of Sweden offers permanent customization options for its suiting/tailoring category, while 3/20 offered customization options punctually during specific events. Similarly, no SCF brand offers co-creation services. Lastly, all SCF brands use social

media platforms as their main communication tools with consumers. While all brands have a Facebook, Instagram and LinkedIn accounts, only 18/20 have a Pinterest account, and 17/20 a YouTube and Twitter accounts (Table 7, Appendix).

*e. Key Resources – Physical Resources*

Although only 4/20 SCF brands reveal the exact number of suppliers with whom they are operating with, most brands (17/20) provide information regarding their supplier's Code of Conduct (CoC), thereby outlining suppliers' rights (e.g. access to fair wages, decent and safe working environments) and obligations (e.g. transparency regarding sub-contractors, compliance with environmental legislation). These CoC's are mainly based on the conventions outlined by the International Labor Organization (ILO), the ten principles of the United Nations (UN), the Fair Wear Foundation (FWF) and Amfori BSCI. Only 3/17 SCF brands do not specify their CoC conventions on their websites. Most SCF brands (14/20) select suppliers with the most innovative sustainability and circularity production methods. For instance, one of Samsøe Samsøe's denim suppliers is using cutting-edge, e-flow bubbles nanotechnology, to minimize the amount of water and chemicals used during manufacturing. Additionally, 8/20 SCF brands select suppliers based on their sustainability certifications, whereas 5/20 also focus on quality and craftsmanship. Surprisingly, only 5/20 SCF brands organize supplier trainings, with only 3/5 related to sustainability. Moreover, 15/20 SCF brands have animal welfare policies, with most committed to solely work with suppliers that use animals raised in farms as by-products of the food industry (10/15); that are not engaged in mulesing, live-plucking or live-skinning practices (8/15); and that restrain from using angora, fur and other skins coming from endangered species (6/15). In addition, 9/20 SCF brands have developed their own fiber tools to assess and guide suppliers towards making more responsible fiber choices. These brands use the fibers positioned in the last category of their indices as minimally as possible and even when used, they do so in small proportions and with great care and caution. In fact,

even those SCF brands without a fiber index use non-sustainable fibers in very small percentages (e.g. a pair of sweatpants from Soulland are made from 80% *GOTS* organic cotton and 20% polyester). Amongst the sustainable fibers, 17/20 SCF brands use regenerated polyester mainly recycled from plastic bottles (*GRS* or *OEKO-TEX* certified); 16/20 use organic cotton (usually *GOTS*, *OCS* or *BCI* certified); and 16/20 use recycled wool (generally *RWS* certified) (Glossary 1, Appendix). Interestingly, 7/20 SCF brands have created special green tags to highlight their most sustainably made garments. Lastly, 12/20 SCF brands openly communicate their fiber objectives and improvement areas on their websites (Table 8, Appendix).

*f. Key Resources – Intellectual Resources*

Most SCF brands (13/20) include trademark information on their websites. These are legally registered and entail the protection of each brand's name, logo and design features (e.g. graphics, photos, text). Similarly, 10/20 SCF brands mention copyright information on their websites, to prevent others from using their artistic designs, software and other forms of proprietary data. Moreover, some SCF brands have also been acknowledged with specific awards that differentiated them from other industry players. While most (14/20) received fashion-related awards, only 4/20 received sustainability-related awards. The latter finding was shocking, considering that sustainability is ingrained into SCF brands' DNA (Table 9, Appendix).

*g. Key Resources – Human Resources (HR)*

Based on the number of employees registered on LinkedIn, there is no clear pattern regarding the size of each brand's team. Nonetheless, half of the SCF brands studied have teams of less than 115 employees, whereas the other half has larger teams. Although most SCF brands (19/20) have a career section on their websites, only 13/19 offer detailed descriptions for each job position and 9/19 direct links to apply to these. All SCF brands use LinkedIn as their main

recruitment platform, followed by the Business of Fashion (BoF) (12/20), Indeed (12/20), Glassdoor (11/20), Job Index (10/20), and others. Only 7/20 SCF brands organize employee trainings (Table 10, Appendix).

#### *h. Key Activities – Design & Production*

In line with BOS, all SCF brands manage their design processes in-house to ensure uniqueness and differentiation, but outsource all of their production operations to reduce costs. Most SCF brands produce the largest bulk of their collections in Asia (mainly in China and India), followed by Europe (mainly Southern and Eastern European countries). Only 5/20 SCF brands do not specify their production locations precisely. Most SCF brands (13/20) launch two collections per year, with the remaining brands launching four. Similarly, 7/20 SCF brands offer permanent collections (available year-after-year) and 19/20 launch limited-edition/capsule collections independently (without the collaboration of others). Moreover, a total of 11/20 SCF brands have their own Restricted Chemical Substances (RCS) lists, mainly based on existent chemical regulations (e.g. REACH). For those without a RCS list, most SCF brands still focus on rigorous chemical management. 4/20 SCF brands even have their own chemical assessment centers. Interestingly, although 17/20 SCF brands claim to be involved in traceability activities (e.g. fiber/fabric traceability to farm level, supplier traceability), only 1/17 shares very complete supply chain traceability information for every garment on its website (e.g. the country of origin of the fibers, production locations, factory and supplier names) (Table 11, Appendix).

#### *i. Key Activities – Sustainability*

Fortunately, 17/20 SCF brands have already implemented some initiatives to reduce their carbon footprints, such as complying to climate neutral pledges (e.g. Paris Agreement), self-imposing carbon taxes or participating in carbon-offsetting projects. Nonetheless, only Filippa K publicly discloses its annual carbon footprint reduction improvements. Curiously, only 9/20



SCF brands use renewable energy to power their flagship stores and/or offices. Similarly, only 9/20 SCF brands include an overall garment care guide section on their websites, but 16/20 offer garment care instructions specific for each product. These are more important, as each clothing item is made from a combination of different fabrics and materials, and therefore, each one requires a specific type of care (e.g. machine wash cold, no tumble drying). Nonetheless, most SCF brands solely offer one care instruction per garment, which is very limited, or graphical instructions, which might be difficult to understand. Likewise, very few SCF brands actually provide repair services for their customers (7/20), either in arrangement with local tailors (3/7) or in-store (4/7). Interestingly, 2/7 offer free repairs, whereas 3/7 also sell self-repair kits. As previously mentioned, design activities for all SCF brands are undertaken in-house. Hence, SCF brands need fabrics to produce design prototypes. Most brands (12/20) return back the leftover fabrics they did not use for their design prototypes to their suppliers, in order for them to reutilize these to create new styles. This initiative promotes circularity, as it forgoes the necessity of purchasing new fabrics. Similarly, a small number of SCF brands (4/20) have implemented take-back schemes in charge of collecting old, unwanted items from customers, in order to send these back to suppliers for reuse. Interestingly, there were other reuse initiatives that a minority of SCF brands pursued (e.g. Filippa K established its own physical second-hand store, and Mads Norgaard launched a “returnable delivery packaging” initiative) (Mads Norgaard 2020). As previously mentioned, all SCF brands collaborate with suppliers striving to reduce their use of virgin fibers and materials, favoring recycled alternatives instead. Nonetheless, for 11/20 SCF brands, recycling initiatives extend way beyond the raw materials stage (e.g. shopping bags, labels and hang-tangs made from recycled materials). Interestingly, only 5/20 SCF brands are creating designs requiring few different fibers to facilitate future recycling, whereas 3/20 brands rely on smaller seasonal collections to minimize the amount of resources needed for production (Table 12, Appendix).

j. *Key Activities – Marketing & Communications (M&C)*

18/20 SCF brands offer a newsletter subscription updating customers on new collections, exclusive editions, sales periods and online/offline events. The remaining 2/20 offer membership programs instead, delivering greater benefits (e.g. free shipping, exclusive offers, access to pre-sale events). Interestingly, Nudie Jeans offers both. In addition, all SCF brands engage in exclusive online/offline drops and temporary offers, in order to attract a larger number of customers to their websites and FS, thereby activating impulsive purchasing behaviors. Some also offer sample sales, exclusive pre-sales, stock sales and flash sales at their FS. Besides, all SCF brands include digital campaign look-books on their websites and social media platforms. These comprise a curated selection of high-quality images of their latest seasonal collections, with a small description attached to it, justifying the setting of the photoshoot and the designer's inspirational sources. Hence, digital look-books make it easier for customers to immerse into each brand's seasonal collections and feel identified with these. Similarly, some SCF brands (8/20) are adding unique cultural/lifestyle content into their websites (e.g. editorials such as interviews with photographers, artists, musicians, top styles, celebrities wearing the brand, runway shows), thereby departing from the traditional e-commerce website style. Likewise, 17/20 SCF brands primarily rely on small-to-medium sized Influencers as their social media brand ambassadors. By giving a voice to everyone, SCF brands embrace each person's stylistic identity and individuality, ultimately fostering a participatory and inclusive approach to fashion (e.g. *"#GanniGirls is a state of mind [...] a form of self-expression - it's #GanniGirls plural - everyone is welcome"* – Ganni 2020). In terms of media exposure, all SCF brands were interviewed by well-distinguished fashion and non-fashion magazines, and the corresponding articles were published both online and offline. Moreover, 17/20 SCF brands participate in fashion weeks, being CFW the most popular fashion show (11/17). It is common knowledge that fashion shows are exclusive and solely accessible

to celebrities, media and fashion experts. Nonetheless, 6/17 SCF brands upload a portion of their shows on their Instagram '*Highlights*' section, to ensure a larger number of fans get a glimpse of these (*inclusivity*). All SCF brands also hosted flagship and pop-up store opening events, followed by in-store new collection launch parties (8/20), artistic exhibitions (6/20) and music live concerts (5/20). By merging fashion, music and art into the same bundle, SCF brands reinforce their contemporary credentials. Surprisingly, only Filippa K hosted its own informative sustainability session in-store, whereas Nudie Jeans hosted several sustainability sessions in European universities, innovation forums and the American chamber of commerce. Some SCF brands additionally engage in other offline M&C activities (e.g. publishing their own CF books, organizing outdoor activities, sponsoring music festivals) (Table 13, Appendix).

*k. Key Partnerships*

18/20 SCF brands collaborate with external Public Relations (PR) & Marketing agencies in Scandinavia, but also elsewhere in Europe, America and Oceania, to ensure their communication strategies are aligned to the local consumption and purchasing behaviors of each market. Moreover, 11/20 SCF brands participate in sustainability projects aimed at enhancing sustainability standards in the fashion industry overall (e.g. Sustainable Apparel Coalition, UN Global Compact), with all brands additionally partaking in niche sustainability initiatives (e.g. promoting organic farming practices, alleviating climate change, improving chemical management systems). Similarly, 16/20 SCF brands collaborate with charity organizations, proving that they do not solely care for the environment, but also for society. Most charity partnerships focus on launching limited-edition collections with all sales proceeds redirected to charity (9/16), or simply donating money (8/16). Furthermore, 14/20 SCF brands partnered with other fashion brands to launch capsule collections. Although most collaborated with other well-distinguished fashion brands to gain international visibility faster (e.g. Barbour, Mulberry, Levis), 4/14 additionally partnered with other Scandinavian fashion brands. Most of

these collaborations (8/14) were undertaken to strategically enter new product categories. Differently and in line with the BOS principle of expanding industry boundaries, 6/20 SCF brands forged partnerships with non-fashion players. From these, 3/6 collaborated with furniture brands to design their own furniture pieces, thereby bringing newness and disruption into the fashion industry (*selling a lifestyle offering*). Moreover, 9/20 SCF brands collaborated with department stores and 13/20 with MBS, to either launch joint apparel/fashion collections or temporary pop-up stores. 7/20 SCF brands also collaborated with premium/luxury multi-brand e-retailers (mainly NAP, Mr. Porter & MyTheresa). Interestingly, Mads Norgaard created a home collection with department store Magasin, to strategically enter the ‘*Home*’ domain and strengthen its contemporary/lifestyle etiquette. Mads Norgaard also partnered with MBS Rezet, to disruptively enter the suiting category, by reinventing the traditional suit and giving it a sporty look (*in line with BOS*). Lastly, all SCF brands participated in a plethora of different cultural partnerships, mainly in art and photography (17/20). From these, 11/17 SCF brands collaborated with artists to launch limited-edition apparel/fashion collections, with the remaining collaborations not related to fashion (e.g. using SCF brands’ websites as online exhibition and selling platforms for artists’ artworks). Similarly, some SCF brands engaged in ceramic projects, books and magazines partnerships and sports collaborations, with others partaking in music events and museum exhibitions, amongst others (Table 14, Appendix). By forging these cultural partnerships, SCF brands untapped compelling market opportunities and captured these through unique lifestyle offerings/services, setting themselves apart from others. Thus, SCF brands seem to be true creators of Blue Ocean spaces.

### **Recommendations:**

This section will comprise both, generalized and brand-specific recommendations, and will also be structured according to the BM blocks investigated:

#### *a. Customer Segments*

As previously mentioned, Gestuz's Instagram followers displayed significant interest in soft sports (e.g. yoga). Hence, the brand could consider launching an athleisurewear series in its portfolio (such as Filippa K did). Furthermore, since all SCF brands' followers displayed significant interests towards fashion, art and literature, all brands could consider launching their own contemporary books. Following the example of Tiger of Sweden's *1903 Journal*, the publication brings together "people from various backgrounds and disciplines – artists, writers, photographers, artisans and entrepreneurs – (to) share their stories and interpret the collection themes" (Tiger of Sweden 2020). In this way, contemporary books could strengthen both, SCF brands' contemporary and participatory credentials.

#### *b. Value Proposition (VP)*

Since all SCF brands place sustainability at the core of their BM's, Tiger of Sweden and Soulland could also include a sustainability reference on their VP's, either implicitly or explicitly (including words hinting sustainability – e.g. '*longevity*', '*durability*'). All brands could also mention their country of origin on their VP's, to ensure Scandinavian fashion becomes synonymous to sustainability.

#### *c. Routes to Market (RTM)*

Beginning with the direct RTM, Fjällraven could have a showroom. Currently, the brand is best known as an accessories and bags label, with most of its indirect RTM solely distributing these. Hence, a showroom would enable Fjällraven to sell its womenswear, menswear and kidswear lines more convincingly, thereby strengthening its equity as an outerwear label. Moreover, Nudie Jeans could open its online resale platform permanently. Similarly, Filippa K could offer an online version of its second-hand physical store, whereas Stine Goya and Rodebjer could do the same for their archive physical stores. By creating online versions of these, all brands would expand their circularity initiatives internationally and deliver enhanced

convenience (increasingly important in today's Co-Vid-19 pandemic). Furthermore, all SCF brands could connect all social media platforms to their e-commerce stores, to deliver a seamless omnichannel shopping experience. Similarly, all SCF brands could create their own mobile apps, as “nearly two-thirds of all time spent shopping online (by Millennials and Generation-Z consumers) happens on phones and tablets” (Sherman 2016). A mobile app would be especially relevant for the purely online players (Designers Remix, Gestuz and Soulland). Nonetheless, this recommendation can solely be implemented in the long run, as the starting cost of developing a mobile app with basic features (e.g. user account, search engine, checkout gateway, payment process) is quite elevated (~ 6,700€), and all SCF brands would require extra features (e.g. different payment options, push notifications, an online assistance chat, a wish list option), to retain their competitive appeal. Continuing with the indirect RTM, all SCF brands could establish a presence in Indonesia, as this country is forecasted to become “the largest modest fashion market in the world (BoF and McKinsey 2020). Similarly, since 40% of the South-Eastern Asian population is aged below the 25-years mark (BoF and McKinsey 2020), this market also provides compelling opportunities for the remaining SCF brands to establish a presence here. An indirect RTM is recommendable in these countries, considering the “low degree of experience (and) knowledge (...) in the host market(s)” (Bergsten and Tradefelt 2013). Furthermore, since Filippa K offers athleisurewear rather than sportswear, the brand could distribute itself across athleisurewear sport retailers (e.g. *Sport.LES*, *the Sports Edit*) instead of multi-brand sports/outdoor retailers. Differently, since the “outerwear market is an exciting category full of opportunity for growth and change” (Jones 2019), Rains and Norse Projects could expand their distribution across multi-brand sports/outdoor retailers, as these brands are already embracing change and delivering compelling outerwear sustainability offerings. Lastly, unlike third-party online resale platforms, which distribute womenswear, menswear and some even kidswear (e.g. Vestiaire Collective),

most third-party online rental platforms solely distribute womenswear. Since rental is a RTM experiencing continuous annual growth, all SCF brands could consider establishing their own online rental marketplaces offering womenswear, menswear and even kidswear, in order to strengthen their CA's in the circular BM relative to third-party online rental platforms.

*d. Customer Relationships*

Ganni was surprisingly the only brand with an official TikTok account. Since more than 60% of TikTok members belong to the Generation-Z cohort (Muliadi 2020), all SCF brands could consider creating a TikTok account to reach this customer group more directly. Moreover, all SCF brands not offering any automated styling recommendations, could implement these, to enhance customers' likelihood of purchase. Similarly, all SCF brands could offer a virtual personal shopper/personal consultant service, providing one-to-one sessions for fashion advice and styling recommendations. Furthermore, all SCF brands could easily implement and provide some simple customization options on a permanent basis, to satisfy Millennials and Generation-Z consumers' individualistic personalities (Figure 4, Appendix). They could also engage in simple co-creation options to strengthen their inclusivity credentials (e.g. collecting ideas from customers via social media platforms – using polls, quizzes, surveys, etc.).

*e. Key Resources – Physical Resources*

Norse Projects, Soulland and Totême could devote a section on their websites to explain their CoC's, whereas Baum und Pferdgarten, COS and Fjällraven could make their CoC sections more detailed, to enhance transparency. All SCF brands could also invest on trainings related to new sustainability materials and technologies, to update their suppliers' competencies and retain a leading edge in this domain. They could either organize these by themselves or sign up to third-party trainings (e.g. FWF). In addition, House of Dagmar and Norse Projects could include more detailed animal welfare descriptions on their websites. The same logic applies to those brands not specifying any animal welfare requirements. In case no animals are used for

the production of their garments, these brands should still claim so on their websites (like Designers Remix does), to highlight their animal cruelty-free nature. Furthermore, a fiber index would be advisable for those SCF brands without one, to guide suppliers towards more informed choices. Likewise, Fjällraven could make its fiber index more concrete and mention all fibers being used. All SCF brands could also mention the materials banned within their fiber indices.

*f. Key Resources – Intellectual Resources*

For the few SCF brands without any trademark and copyright information on their websites, it would be a priority to firstly establish these (in case they have not done so) and later mention intellectual protection on their websites, to reduce the likelihood of imitation and appropriation.

*g. Key Resources – Human Resources*

All SCF brands could create and/or strengthen their career sections on their websites by including detailed job descriptions and direct linkages to apply to these. By integrating everything into a single platform, SCF brands could deliver enhanced convenience to applicants. Likewise, all SCF could additionally offer academic trainings, whereby employees can strengthen their current skills and/or acquire new ones, to attain best in-talent practices.

*h. Key Activities – Design & Production*

All SCF brands could disclose their production locations and even include the production share undertaken in each country (as Samsøe Samsøe and Nudie Jeans do). Likewise, all SCF brands could have their own RCS list and additionally consider implementing a scoring system, to make more informed chemical decisions. All SCF brands could also establish their own or third-party chemical assessment centers, to ensure all products are rigorously complying to their RCS lists. In addition, all SCF brands could resort to Asket (another CF Swedish brand) to improve their traceability systems. Asket categorizes its traceability activities into: “Manufacturing, Milling, Raw Materials and Trims. Each category is split into its individual



sub-processes (...) that are traced and rated according to how much (the brand) know(s)” (Asket 2020). With these four categories, a weighted average is calculated to determine the percentage of traceability for each product and overall (Figure 5, Appendix). By implementing such a systematic approach, it is easier to identify areas for improvement. Nonetheless, it was easy for Asket to implement such a system, as the brand solely offers 32 styles per collection. Hence, this system can be replicated by SCF brands with small portfolios (e.g. Designers Remix, Totême, Rodebjer). For those with larger portfolios (e.g. Acne Studios, Samsøe Samsøe, Mads Norgaard), a more feasible option would be to partner with technology enterprises offering advanced supply chain traceability blockchain technologies (e.g. *Bext360*).

*i. Key Activities – Sustainability*

Like Filippa K, all SCF brands could disclose their yearly carbon footprint reduction improvements. As 18/20 SCF brands conduct most of their production operations in Asia, they could self-impose larger carbon taxes or participate in more carbon offsetting projects, to compensate for their larger CO<sub>2</sub> emissions. They could also consider opening more distribution centers (as Rains did), but this initiative would require heavier investments. Furthermore, all SCF brands could strengthen their green credentials by powering their stores and HQ’s using 100% renewable energy. Since extending a garment’s lifetime is one of the core principles of SCF brands, all brands could provide more than one care instruction per garment, self-repair kits and/or repair services in-store. Likewise, all SCF brands could engage in reuse and recycling activities past the raw material stage, to strengthen their circularity practices. Since every material requires a different recycling procedure, all SCF brands could design garments requiring 1-2 materials to facilitate future recycling (Sandvik 2017).

*j. Key Activities – Marketing & Communications (M&C)*

All SCF brands could establish membership programs, as these deliver more benefits than newsletter subscriptions, thereby cultivating stronger customer bonds. Furthermore, although

Rains, Norse Projects and By Malene Birger's social media accounts solely contain content shot with models, these brands could additionally rely on content generated by small-to-medium sized Influencers, to strengthen their democratic nature. The same logic applies to those SCF brands solely relying on paid-collaborations with large-sized Influencers. Likewise, all SCF brands could create permanent records of their fashion shows on their Instagram 'Highlights' section to make fashion more inclusive. Lastly, all SCF brands could host more sustainability offline events, to reinforce their main '*raison d'être*' (as Filippa K and Nudie Jeans already do).

*k. Key Partnerships*

Interestingly, no SCF brand established PR & Marketing partnerships in Asia (the most psychically distant market, but also the market with the largest growth potential). Without any external PR & Marketing aid, it might be difficult to penetrate this market and effectively cater to the local needs of the target audience. Since all SCF brands should enlarge their RTM in Asia (concretely in Indonesia and Singapore, as recommended previously), they could consider establishing partnerships with Asian PR & Marketing agencies, to enhance their brand awareness and recall rates more effectively. Moreover, Nudie Jeans is the only brand selling Guppyfriend's "scientifically approved (washing bag) to prevent microfibers from entering (...) oceans" (Guppyfriend 2020). Since most SCF brands are embracing initiatives to keep oceans plastic-free, they could also partner with Guppyfriend, to sell its innovative washing bag via their websites. Likewise, SCF brands could partner with brands selling garment care products (e.g. *Steamery Stockholm*), to also sell these via their websites. Finally, House of Dagmar, Rains, Gestuz and Totême could participate in charity initiatives (like all other SCF brands), to attain the triple bottom line of planet, people and profit.

**Limitations of the Study:**

Unfortunately, this study encountered some constraints weakening some aspects of the research. Beginning with the BM block of '*Customer Segments*', while *Starngage* compiled some demographics and psychographics statistics for each brand's Instagram followers, it did not provide any information regarding followers' ages and nationalities. Hence, these were approximated using an eyeball approach, by looking at the most popular nationalities of Instagram followers and estimating their age-ranges. Since manual data-collection techniques are least accurate than automated ones, the overall analysis of '*Customer Segments*', was partially reliable. Moreover, since all SCF brands (except for COS and Fjällraven) are privately-owned, no information could be compiled regarding their financials (e.g. total turnover, net income, available cash flows for investments, shareholder returns). Similarly, COS and Fjällraven's parent companies solely shared collective financial figures, thereby making it impossible to determine the individual financial situation for each brand. For these reasons, the BM blocks of '*Revenue Streams*', '*Key Financial Resources*' and '*Cost Structure*' could not be analyzed. Lastly, since the methodological approach deployed for this study was qualitative, the afore-mentioned results are unfortunately not generalizable nor statistically representative for the entire population of SCF brands.

**Conclusion:**

This study investigated the BM of a set of SCF brands, to determine their current state of play and potential areas for improvement. Focusing on RQ1, this research revealed that all SCF brands, regardless of their year of establishment, product assortment and ownership type, significantly focus on sustainable BM's, with the Circular BM dominating and being embraced by all SCF brands in the sample. In fact, by investigating the overall topic of study using the BMC, it was possible to appreciate how SCF brands ingrain sustainability and circularity in almost every building block of the BMC (*VP's*, *RTM*, *Key Resources*, *Key Activities* and *Key*

*Partnerships*). Hence, answering RQ2, sustainability is the main source of CA for SCF brands, effectively catering the ‘*conscious consumption*’ (BoF 2020) trend initiated by their main customer groups (Millennials and Generation-Z). However, since sustainability is a growing concern in the FI prompting several brands to invest in this domain, SCF brands’ are complementary resorting to other areas to strengthen their overall CA’s. As revealed during the research process, all SCF brands rely on an extensive distribution network, encompassing direct/indirect and offline/online RTM, thereby ensuring worldwide accessibility and reach. Similarly, their M&C strategy is centered around empowering customers to become “promotional intermediaries themselves” (Aronczyk and Powers 2010, 9). By focusing on these two aspects, SCF brands have embraced and attained a leading edge in the inclusivity/democratic trend, also driven by Millennials and Generation-Z consumers. Seamlessly important, all SCF brands are setting themselves apart by pursuing a BOS focusing on the simultaneous quest for differentiation (*design in-house*) and low-cost (*production outsourced*). More specifically, by engaging in cultural partnerships and collaborations with non-fashion brands, SCF brands are delivering unique lifestyle offerings in risk-minimizing/cost-efficient manners, thereby bringing newness and disruption into the CF segment. All in all, SCF brands count with powerful sources of CA, but, as with everything, there is always room for improvement. Since sustainability is their top priority, most of the recommendations are tailored towards strengthening and/or improving their sustainability and circularity credentials, to ensure SCF brands are always one step ahead of the competition. The remaining recommendations focus on strengthening SCF brands’ customer-centric/participatory nature, and on enhancing HR processes to become more compelling employers. By streamlining these focus areas, SCF brands will be better poised to retain their growth and hype sustainably in the future. This could be their roadmap for a continued and prolonged success.

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## Appendix – Figures:

*Figure 1 – Danish Contemporary Fashion Styles*

*Source: Google Images*

### Cosmopolitan Classic Styles:

*Brunns Bazaar*



*Cecilie Bahnsen*



### Bohemian & Ethnic Styles:

*Munthe Plus Simonsen*



*Day Birger et Mikkelsen*



### Avant-Garde Street Styles:

*Ganni*



*Henrik Vibskov*



Figure 2 – Swedish Contemporary Fashion Styles

Source: Google Images

**Minimalist & Monochromatic Styles (Most Popular)**

Filippa K



COS



**Avant-Garde Street Styles (Least Popular)**

Inspired by Danish CF

House of Dagmar



Stand Studio

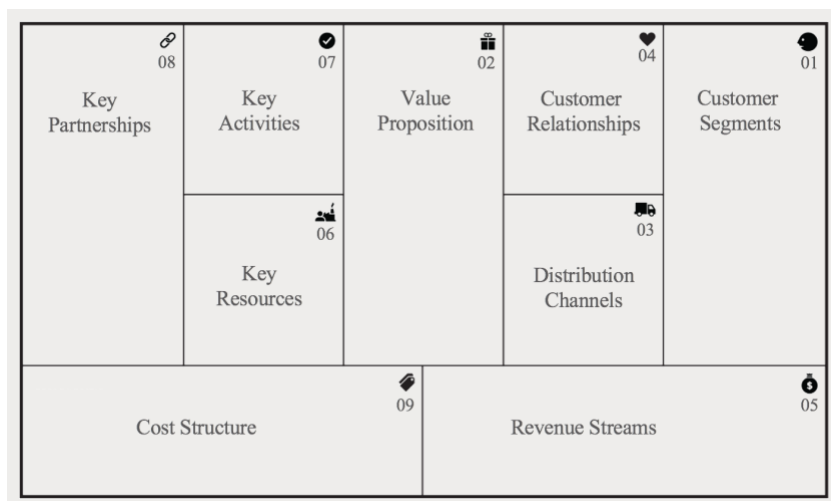


Whyred



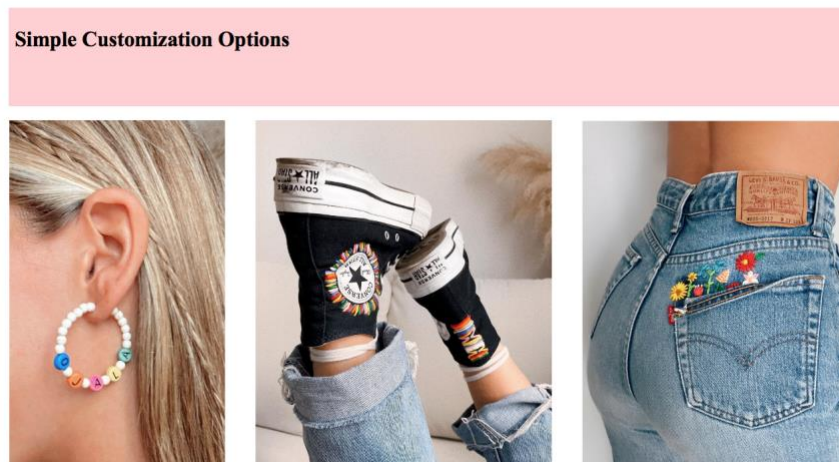
Figure 3 – Business Model Canvas (BMC)

Source: Osterwalder & Pigneur 2010



*Figure 4 – Customization Ideas for SCF Brands*

*Source: Instagram*



*Figure 5 – Asket's Traceability System*

*Source: Asket 2020*

- **Manufacturing (30%)**, tier 1, includes all steps from fabric to final garment: cutting, sewing, washing, pressing and packing. It's the most labor intense part of a garment's journey, which is why we want to know the working conditions and visit all manufacturing facilities in person.
- **Milling (30%)**, tier 2, is the creation of the main fabric from raw materials such as wool or cotton: combing, spinning, twisting, dyeing, weaving, finishing. These processes are energy, water and chemical intense, so we want to know that energy is clean, water is recycled and chemicals are safe.
- **Raw Material (30%)**, tier 3, is the starting point of a garment: the cotton farm, or the wool sheep that yield our precious raw material. It's intense in labor and use of soil, water and pesticides so we want to know that human and natural resources are taken care of. When it comes to wool, animal welfare and ethical practices, such as non-mulesing, are of great importance.
- **Trims (10%)**, normally refer to the remaining components of a garment: Sewing thread, labels, hangtags, buttons and zips. To allocate our tracing efforts according to the importance of a component, we also include garment lining, so long as it's a small proportion of all fabric used.

Figure 5 Continued – Asket’s Traceability System

Source: Asket 2020

100%

Traceable

#### THE MERINO ROLL NECK

After months of hard work we’ve finally been able to set up a fully traceable merino wool supply chain from farm to finished garment.

Manufacturing Milling  
Raw Material Trims

[Go to product](#)

90%

Traceable

#### THE COTTON SWEATER

90% traceable. We’re only missing the exact location of the cotton farming in Egypt.

Manufacturing Milling  
Raw Material Trims

80%

Traceable

#### THE MERINO SOCK

80%. We literally know everything except exactly where in South Africa and/or South America the wool comes from. Often the merino wool comes from several farms and is bulked when auctioned. Tough, but not impossible to solve.

Manufacturing Milling  
Raw Material Trims

[Go to product](#)

70%

Traceable

#### THE MERINO-CASHMERE SCARF

70%. While we’ve visited all Manufacturing and Weaving, the main challenge with Cashmere is that it’s the product of multiple nomadic farmers, that is bulked and bought at auction. Merino wool in turn is bought in bulk from various areas in Australia. Upon spinning, the exact origins are mixed up. A tough nut - but not impossible to trace fully.

Manufacturing Milling  
Raw Material Trims

[Go to product](#)

60%

Traceable

#### THE WOVEN ELASTIC BELT

65%. We need to certify the exact origin of the nylon, viscoose and rubber raw materials before we’re satisfied.

Manufacturing Milling  
Raw Material Trims

50%

Traceable

#### THE BOXER BRIEF

52% traceable. This garment is made almost entirely under the same roof in Porto, Portugal - so all manufacturing is well known. We’re working on uncovering the exact origin of its Egyptian cotton and elastane waistband yarn.

Manufacturing Milling  
Raw Material Trims

[Go to product](#)

ASKET



OVERALL PRODUCT TRACEABILITY

## Appendix – Tables:

*Table 1 – Population of SCF Brands Identified (Overview)*

*\*Data collected manually from Internet searches; brand selection based on Contemporary Fashion characteristics outlined on the literature review*

Brand:	Country of Origin:	Year Founded:
Tretorn	Sweden	1891
Tiger of Sweden	Sweden	1903
S.N.S. Hering	Denmark	1931
Fjällraven <i>(belongs to the Fenix Outdoor International Group)</i>	Sweden	1960
Selected Femme	Denmark	1975
Mads Norgaard	Denmark	1986
Filippa K	Sweden	1993
Samsoe Samsoe	Denmark	1993
Bruuns Bazaar	Denmark	1994
Munthe Plus Simonsen	Denmark	1994
Twist & Tango	Sweden	1995
Acne Studios	Sweden	1996
Day Birger et Mikkelsen	Denmark	1997
Ganni	Denmark	1999
Baum und Pferdgarten	Denmark	1999
Whyred	Sweden	1999
Rodebjer	Sweden	2000
Elvine	Sweden	2001
Nudie Jeans	Sweden	2001
Henrik Vibskov Boutique	Denmark	2001
Stylein	Denmark	2001
Ida Sjostedt	Denmark	2001
Soulland	Denmark	2002
Designers Remix	Denmark	2002
Odd Molly	Sweden	2002
mByM	Denmark	2003
By Malene Birger	Denmark	2003
Won Hundred	Denmark	2004



<b>byTiMo</b>	<b>Denmark</b>	<b>2004</b>
<b>Norse Projects</b>	<b>Denmark</b>	<b>2004</b>
<b>Swims</b>	<b>Norway</b>	<b>2005</b>
<b>Our Legacy</b>	<b>Sweden</b>	<b>2005</b>
<b>House of Dagmar</b>	<b>Sweden</b>	<b>2005</b>
<b>Stine Goya</b>	<b>Denmark</b>	<b>2006</b>
<b>COS</b> <i>(belongs to the H&amp;M Group)</i>	<b>Sweden</b>	<b>2007</b>
<b>Diana Orving</b>	<b>Sweden</b>	<b>2007</b>
<b>Gestuz</b>	<b>Denmark</b>	<b>2008</b>
<b>Han Kjøbenhavn</b>	<b>Denmark</b>	<b>2008</b>
<b>Libertine Libertine</b>	<b>Denmark</b>	<b>2009</b>
<b>&amp; Other Stories</b> <i>(belongs to the H&amp;M Group)</i>	<b>Sweden</b>	<b>2010</b>
<b>L'Homme Rouge</b>	<b>Sweden</b>	<b>2010</b>
<b>Astrid Andersen</b>	<b>Denmark</b>	<b>2011</b>
<b>Polar Skate Co.</b>	<b>Sweden</b>	<b>2011</b>
<b>Stutterheim</b>	<b>Sweden</b>	<b>2011</b>
<b>Holzweiler</b>	<b>Sweden</b>	<b>2012</b>
<b>CMM SWDN</b>	<b>Sweden</b>	<b>2012</b>
<b>Rains</b>	<b>Denmark</b>	<b>2012</b>
<b>Eytys</b>	<b>Sweden</b>	<b>2013</b>
<b>Tonsure</b>	<b>Denmark</b>	<b>2013</b>
<b>Totême</b>	<b>Sweden</b>	<b>2014</b>
<b>Stand Studio</b>	<b>Sweden</b>	<b>2014</b>
<b>Saks Potts</b>	<b>Denmark</b>	<b>2014</b>
<b>Cecilie Bahnsen</b>	<b>Denmark</b>	<b>2015</b>
<b>Asket</b>	<b>Sweden</b>	<b>2015</b>
<b>Brogger</b>	<b>Denmark</b>	<b>2017</b>
<b>Arket</b> <i>(belongs to the H&amp;M Group)</i>	<b>Sweden</b>	<b>2017</b>
<b>Rotate Birger Christensen</b>	<b>Denmark</b>	<b>2018</b>
<b>Remain Birger Christensen</b>	<b>Denmark</b>	<b>2019</b>

Table 2 – Sample of SCF Brands Studied (Overview)

\*Data collected manually from each brand's official websites

Brand:	Country of Origin:	Year Founded:	Initial Product Portfolio:	Current Product Portfolio:	Highest Price Without Sale:	Lowest Price Without Sale:
<b>Tiger of Sweden</b>	Sweden	1903	Started as a suiting/tailoring label for men	<b>Womenswear</b> <i>*includes suiting/tailoring</i>  <b>Menswear</b> <i>*includes suiting/tailoring</i>  <b>Accessories</b> <i>(for women &amp; men)</i>  <b>Bags</b> <i>(for women &amp; men)</i>  <b>Footwear</b> <i>(for women &amp; men)</i>  <b>Sunglasses</b> <i>(for women &amp; men)</i>	1.499€	12€
<b>Fjällraven</b>  <i>(belongs to the Fenix Outdoor International Group)</i>	Sweden	1960	Started as a backpack label for women & men	<b>Womenswear</b>  <b>Menswear</b>  <b>Kidswear</b>  <b>Accessories</b> <i>(for women, men &amp; kids)</i> <i>*includes hunting &amp; travelling accessories</i>  <b>Bags</b> <i>(for women, men &amp; kids)</i> <i>*includes trekking, mountaineering, hunting bags, tents &amp; sleeping bags</i>  <b>Care Products</b> <i>(wax travel pack)</i>	1.599€	6€
<b>Mads Norgaard</b>	Denmark	1986	Started as a menswear label, but with a strong focus on t-shirts	<b>Womenswear</b>  <b>Menswear</b>  <b>Kidswear</b>  <b>Accessories</b> <i>(for women &amp; men)</i>  <b>Bags</b> <i>(for women mainly; only 2 bags for men)</i>  <b>Footwear</b> <i>(for women &amp; men; only 2 items)</i>	469€	15€



<b>Filippa K</b>	Sweden	1993	Started as a womenswear label	Womenswear <i>*includes activewear and leisurewear</i>  Menswear  Accessories <i>(for women &amp; men)</i>  Footwear <i>(for women &amp; men)</i>	2.000€	95€
<b>Samsoe Samsoe</b>	Denmark	1993	Started as a knitwear label for men	Womenswear <i>*includes lingerie</i>  Menswear <i>*includes underwear</i>  Swimwear <i>(for women &amp; men)</i>  Accessories <i>(for women &amp; men)</i>  Bags <i>(for women &amp; men)</i>  Footwear <i>(for women &amp; men)</i>	699€	10€
<b>Acne Studios</b>	Sweden	1996	Started as a denim label for women & men	Womenswear  Menswear  Kidswear  Accessories <i>(for women &amp; men)</i>  Bags <i>(for women &amp; men)</i>  Footwear <i>(for women &amp; men)</i>  Jewelry <i>(for women &amp; men)</i>	1.950€	30€
<b>Ganni</b>	Denmark	1999	Started as a knitwear label for women	Womenswear <i>*includes swimwear</i>  Accessories <i>(for women)</i>  Footwear <i>(for women)</i>	1.349€	20€
<b>Baum und Pferdgarten</b>	Denmark	1999	Started as a womenswear label	Womenswear  Accessories <i>(for women)</i>  Bags <i>(for women)</i>	499€	14€

<b>Rodebjer</b>	Sweden	2000	Started as a womenswear label	Womenswear Accessories <i>(for women)</i> Bags <i>(for women)</i>  Footwear <i>(for women)</i>  Jewelry <i>(for women)</i>  Sunglasses <i>(for women)</i>	845€	70€
<b>Nudie Jeans</b>	Sweden	2001	Started as a denim label for women & men	Womenswear  Menswear  Kidswear  Accessories <i>(for women &amp; men)</i>  Lifestyle <i>*includes a care &amp; repair kit, a washing bag, a book and blankets</i>	399€	49€
<b>Soulland</b>	Denmark	2002	Started as a menswear label, but with a strong focus on t-shirts and hoodies <i>(inspired by the skateboard culture)</i>	Womenswear <i>*includes swimwear; only 2 items</i>  Menswear  Accessories <i>(for women; only 2 items)</i>	615€	50€
<b>Designers Remix</b>	Denmark	2002	Started as a womenswear label	Womenswear  Kidswear <i>(only for girls)</i>  Accessories <i>(for women &amp; kids; only 2 items)</i>  Bags <i>(for women)</i>	689€	55€

<b>By Malene Birger</b>	Denmark	2003	Started as a womenswear label	Womenswear Accessories <i>(for women)</i>  Bags <i>(for women)</i>  <i>*includes travel and cosmetic bags</i>  Footwear <i>(for women)</i>  Sunglasses <i>(for women)</i>	2.852€	28€
<b>Norse Projects</b>	Denmark	2004	Started as a t-shirt label for men	Womenswear  Menswear <i>*includes swimwear</i>  Accessories <i>(for women &amp; men)</i>  Bags <i>(for women &amp; men)</i>  Footwear <i>(for men)</i>	1.400€	25€
<b>House of Dagmar</b>	Sweden	2005	Started as a womenswear label	Womenswear  Accessories <i>(for women)</i>  Bags <i>(for women)</i>	1.649€	59€
<b>Stine Goya</b>	Denmark	2006	Started as a womenswear label	Womenswear  Accessories <i>(for women)</i>  Bags <i>(for women)</i>  Footwear <i>(for women)</i>  Jewelry <i>(for women)</i>	3.955€	14€

<b>COS</b> <i>(belongs to the H&amp;M Group)</i>	Sweden	2007	Started as a womenswear and menswear label	<p><b>Womenswear</b> <i>*includes lingerie, activewear and leisure</i></p> <p><b>Menswear</b> <i>*includes underwear, activewear and leisure</i></p> <p><b>Kidswear</b> <i>*includes baby</i></p> <p><b>Accessories</b> <i>(for women, men &amp; kids)</i></p> <p><b>Bags</b> <i>(for women, men &amp; kids)</i></p> <p><b>Footwear</b> <i>(for women, men &amp; kids)</i></p> <p><b>Jewelry</b> <i>(for women &amp; men)</i></p> <p><b>Home &amp; Lifestyle</b> <i>(books, cosmetics, garment care products, ceramic objects)</i></p>	690€	7€
<b>Gestuz</b>	Denmark	2008	Started as a womenswear label	<p><b>Womenswear</b> <i>*includes swimwear</i></p> <p><b>Accessories</b> <i>(for women)</i></p> <p><b>Bags</b> <i>(for women; only 3 items)</i></p> <p><b>Footwear</b> <i>(for women)</i></p>	669€	49€
<b>Rains</b>	Denmark	2012	Started as a poncho label for women & men	<p><b>Womenswear</b> <i>(only raincoats, outerwear &amp; mid-layers)</i></p> <p><b>Menswear</b> <i>(only raincoats, outerwear &amp; mid-layers)</i></p> <p><b>Accessories</b> <i>(for women &amp; men)</i></p> <p><b>Bags</b> <i>(for women &amp; men)</i></p>	425€	28€

<b>Totême</b>	Sweden	2014	Started as a womenswear label	Womenswear Accessories (for women)  Footwear (for women)	2.100€	150€
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*Table 3 – Customer Segments*

*\*Data collected manually from Starnage and Instagram*

<b>Gender:</b>  <i>(Instagram statistics collected from Starnage)</i>	<p><b>Larger % of Female Followers – 11/20</b></p> <ul style="list-style-type: none"> <li>○ Ganni <i>(makes sense; only offer womenswear)</i></li> <li>○ Filippa K <i>(makes sense; started as womenswear label and still has a larger collection for women)</i></li> <li>○ Baum und Pferdgarten <i>(makes sense; only offer womenswear)</i></li> <li>○ Stine Goya <i>(makes sense; only offer womenswear)</i></li> <li>○ House of Dagmar <i>(makes sense; only offer womenswear)</i></li> <li>○ Designers Remix <i>(makes sense; only offer womenswear)</i></li> <li>○ By Malene Birger <i>(makes sense; only offer womenswear)</i></li> <li>○ Gestuz <i>(makes sense; only offer womenswear)</i></li> <li>○ Mads Norgaard <i>(interesting, since the brand started as a menswear label)</i></li> <li>○ Totême <i>(makes sense; only offer womenswear)</i></li> <li>○ Rodebjer <i>(makes sense; only offer womenswear)</i></li> </ul> <p><b>Larger % of Male Followers – 3/20</b></p> <ul style="list-style-type: none"> <li>○ Norse Projects <i>(makes sense; the brand started as a menswear label and still has a larger collection for menswear)</i></li> <li>○ Soulland <i>(makes sense; the brand started as a menswear label and still has a larger collection for menswear)</i></li> <li>○ Nudie Jeans <i>(makes sense; the brand started as a menswear label and still has a larger offering for menswear)</i></li> </ul> <p><b>Relatively Equal % of Female &amp; Male Followers – 6/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios</li> <li>○ Tiger of Sweden <i>(interesting finding since the brand started as a menswear label and still has a larger collection for menswear)</i></li> <li>○ Samsoe Samsoe</li> <li>○ COS</li> <li>○ Fjällraven</li> <li>○ Rains</li> </ul>
<b>Age:</b>  <i>(Data collected manually from Instagram)</i>	<p><b>2-12 Months Old – 1/20</b></p> <ul style="list-style-type: none"> <li>○ COS <i>(for their baby line)</i></li> </ul> <p><b>3-8 Years Old – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Nudie Jeans <i>(for their kidswear line)</i></li> </ul> <p><b>9-19 Years Old – 4/20</b></p> <ul style="list-style-type: none"> <li>○ COS, Fjällraven, Designers Remix and Mads Norgaard <i>(for their kidswear lines)</i></li> </ul> <p><b>20-35 Years Old – 20/20</b></p> <p><b>36-45 Years Old – 12/20</b></p> <ul style="list-style-type: none"> <li>○ Filippa K, Samsoe Samsoe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, COS, House of Dagmar, Norse Projects, Designers Remix, By Malene Birger, Gestuz and Mads Norgaard</li> </ul>

<p><b>Nationalities:</b></p> <p><i>(Data collected manually from Instagram – hence, only the most dominant nationalities of followers for each brand were included)</i></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Europe – 20/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Sweden:</b> Acne Studios, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, House of Dagmar, Norse Projects, By Malene Birger, Gestuz, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Denmark:</b> Acne Studios, Ganni, Filippa K, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Rains, House of Dagmar, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Soulland and Totême</li> <li>○ <b>Norway:</b> Samsøe Samsøe, Tiger of Sweden, Stine Goya, Fjällraven, House of Dagmar, Designers Remix, By Malene Birger and Gestuz</li> <li>○ <b>Germany:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, COS, Designers Remix, By Malene Birger and Soulland</li> <li>○ <b>UK:</b> Acne Studios, Ganni, Filippa K, Baum und Pferdgarten, Stine Goya, COS, Rains, Norse Projects and Rodebjer</li> <li>○ <b>Netherlands:</b> Ganni, Filippa K, Gestuz and Mads Norgaard</li> <li>○ <b>Finland:</b> Fjällraven and Totême</li> <li>○ <b>France:</b> Filippa K and Rains</li> <li>○ <b>Russia:</b> Rains and Designers Remix</li> <li>○ <b>Austria:</b> Ganni</li> <li>○ <b>Switzerland:</b> Ganni</li> <li>○ <b>Belgium:</b> Mads Norgaard</li> <li>○ <b>Spain:</b> COS</li> <li>○ <b>Italy:</b> COS</li> <li>○ <b>Czech Republic:</b> Fjällraven</li> </ul> <p><b>America – 14/20</b></p> <ul style="list-style-type: none"> <li>○ <b>US:</b> Acne Studios, Ganni, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, Rains, Norse Projects, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Canada:</b> Norse Projects, Totême</li> </ul> <p><b>Asia – 6/20</b></p> <ul style="list-style-type: none"> <li>○ <b>China:</b> Acne Studios, Ganni, COS and Totême</li> <li>○ <b>Japan:</b> Acne Studios, Ganni, COS, Rodebjer and Nudie Jeans</li> <li>○ <b>South Korea:</b> Nudie Jeans</li> <li>○ <b>Thailand:</b> Nudie Jeans</li> <li>○ <b>Indonesia:</b> Nudie Jeans</li> </ul> <p><b>Oceania – 5/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Australia:</b> Acne Studios, Ganni, Samsøe Samsøe, Stine Goya and Mads Norgaard</li> </ul>
<p><b>Main Followers' Interests:</b></p> <p><i>(Instagram statistics collected from Starngage; only the most dominant followers' interests were included for each brand)</i></p>	<p><b>Fashion &amp; Beauty – 20/20</b></p> <p><b>Art &amp; Design – 20/20</b></p> <p><b>Travel &amp; Tourism – 18/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands in the sample, except for Norse Projects and Soulland</li> </ul> <p><b>Books &amp; Literature – 16/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands in the sample, except for Fjällraven, Rains, Norse Projects and Nudie Jeans</li> </ul> <p><b>Photography – 10/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Samsøe Samsøe, Stine Goya, COS, Fjällraven, Norse Projects, By Malene Birger, Soulland, Totême and Nudie Jeans</li> </ul>

	<p><b>Restaurants &amp; Food – 6/20</b></p> <ul style="list-style-type: none"> <li>○ Ganni, Fjällraven, Designers Remix, Gestuz, Totême and Nudie Jeans</li> </ul> <p><b>Home &amp; Garden – 6/20</b></p> <ul style="list-style-type: none"> <li>○ Filippa K, Baum und Pferdgarten, Mads Norgaard and House of Dagmar</li> </ul> <p><b>Fitness &amp; Yoga – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Gestuz</li> </ul> <p><b>Movies &amp; TV – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Soulland</li> </ul>
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**Table 4 – Value Proposition**

*\*Data collected manually from each brand's official websites*

<b>Value Proposition</b>	<p><b>Sustainability-related claims – 18/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands in the sample, except for Tiger of Sweden and Soulland</li> </ul> <p><b>Longevity/High-Quality claims – 11/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, COS, House of Dagmar, By Malene Birger, Mads Norgaard, Totême and Nudie Jeans</li> </ul> <p><b>Timeless/Seasonless claims – 7/20</b></p> <ul style="list-style-type: none"> <li>○ Tiger of Sweden, Stine Goya, COS, Gestuz, Totême, Rodebjer and Nudie Jeans</li> </ul> <p><b>Contemporary Fashion-related claims – 7/20</b></p> <ul style="list-style-type: none"> <li>○ Filippa K, Tiger of Sweden, COS, Fjällraven, Rains, By Malene Birger and Soulland</li> </ul> <p><b>Personal-Statement/Self-Empowerment claims – 6/20</b></p> <ul style="list-style-type: none"> <li>○ Ganni, Baum und Pferdgarten, Stine Goya, House of Dagmar, By Malene Birger and Mads Norgaard</li> </ul> <p><b>Mention Heritage/Country of Origin – 4/20</b></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe, Fjällraven, Rains and Norse Projects</li> </ul> <p><b>Craftmanship-related claims – 2/20</b></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe and Tiger of Sweden</li> </ul> <p><b>Mention Versatility – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Norse Projects</li> </ul>
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**Table 5 – Direct Routes to Market (RTM)**

*\*Data collected manually from each brand's official websites, social media accounts and online magazine/newspaper articles*

<b>Own E-Commerce Store?</b>	<p><b>Yes – 20/20</b></p> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Ganni offers an online rental platform within its e-store – <i>Ganni Repeat</i></li> <li>○ Nudie Jeans has an online resale platform selling second-hand denim within its e-store, but this is only open for an exclusive time-period</li> </ul>
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<p><b>Direct Links From Social Media Platforms to E-Commerce Store?</b></p>	<p><i>Facebook – 20/20</i></p> <p><i>LinkedIn – 19/20</i></p> <p><i>Instagram – 19/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied except for COS</li> </ul> <p><i>Pinterest – 18/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied except for Gestuz and Mads Norgaard</li> </ul> <p><i>Twitter – 15/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied except for Baum und Pferdgarten, Rains, By Malene Birger, Mads Norgaard and Totême</li> </ul> <p><i>YouTube – 10/20</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Filippa K, Tiger of Sweden, Baum und Pferdgarten, Fjällraven, Norse Projects, By Malene Birger, Totême and Nudie Jeans</li> </ul>
<p><b>Flagship Stores?</b></p>	<p><i>Yes – 17/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied except for Designers Remix, Gestuz and Soulland</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Filippa K has its own offline resale store since 2008</li> <li>○ By Malene Birger has its own offline rental platform (only sells eveningwear gowns)</li> <li>○ Stine Goya, Mads Norgaard and Rodebjer have their own offline archive stores, offering previous collections (not the same as an outlet; clothing items are not sold at a discount)</li> <li>○ Mads Norgaard and Norse Projects have flagship stores that are multi-brand stores</li> <li>○ All Nudie Jeans flagship stores are repair stores</li> </ul>
<p><b>Number of Flagship Stores:</b></p>	<p><i>1-5 Stores – 6/17</i></p> <ul style="list-style-type: none"> <li>○ Baum und Pferdgarten (1)</li> <li>○ House of Dagmar (1)</li> <li>○ Totême (1)</li> <li>○ Norse Projects (2)</li> <li>○ Stine Goya (3)</li> <li>○ Rodebjer (4)</li> </ul> <p><i>6-10 Stores – 3/17</i></p> <ul style="list-style-type: none"> <li>○ Ganni (10)</li> <li>○ Mads Norgaard (6)</li> <li>○ By Malene Birger (7)</li> </ul> <p><i>11-25 Stores – 4/17</i></p> <ul style="list-style-type: none"> <li>○ Filippa K (14)</li> <li>○ Tiger of Sweden (18)</li> <li>○ Rains (21)</li> <li>○ Nudie Jeans (24)</li> </ul> <p><i>26-45 Stores – 3/17</i></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe (27)</li> <li>○ Acne Studios (36)</li> <li>○ Fjällraven (43)</li> </ul> <p><i>&gt;100 Stores – 1/17</i></p> <ul style="list-style-type: none"> <li>○ COS (182)</li> </ul>



<p><b>Flagship Stores Locations:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Europe – 17/17</b></p> <ul style="list-style-type: none"> <li>○ <b>Denmark:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains and Norse Projects</li> <li>○ <b>Sweden:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, COS, Fjällraven, House of Dagmar, By Malene Birger, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Norway:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, COS, Fjällraven, Rains, By Malene Birger Rodebjer and Nudie Jeans</li> <li>○ <b>UK:</b> Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, COS, Fjällraven, Rains, By Malene Birger and Nudie Jeans</li> <li>○ <b>Germany:</b> Acne Studios, Filippa K, Samsøe Samsøe, Tiger of Sweden, COS, Rains and Nudie Jeans</li> <li>○ <b>Netherlands:</b> Filippa K, Samsøe Samsøe, COS, Fjällraven, Rains and Nudie Jeans</li> <li>○ <b>Belgium:</b> Acne Studios, Filippa K, Samsøe Samsøe, COS and Rains</li> <li>○ <b>France:</b> Acne Studios, Samsøe Samsøe, COS and Rains</li> <li>○ <b>Finland:</b> COS and Fjällraven</li> <li>○ <b>Iceland:</b> COS and Fjällraven</li> <li>○ <b>Switzerland:</b> COS and Nudie Jeans</li> <li>○ <b>Italy:</b> Acne Studios and COS</li> <li>○ <b>Spain:</b> COS and Nudie Jeans</li> <li>○ <b>Hungary:</b> COS and Fjällraven</li> <li>○ <b>Other:</b> COS (Ireland, Austria, Luxembourg, Portugal, Czech Republic, Latvia, Romania and Ukraine)</li> </ul> <p><b>America – 8/17:</b></p> <ul style="list-style-type: none"> <li>○ <b>US:</b> Acne Studios, Ganni, COS, Fjällraven, Rains, Totême and Nudie Jeans</li> <li>○ <b>Canada:</b> Tiger of Sweden, COS, Fjällraven and Rains</li> </ul> <p><b>Oceania – 4/17</b></p> <ul style="list-style-type: none"> <li>○ <b>Australia:</b> Acne Studios, COS, Fjällraven and Nudie Jeans</li> </ul> <p><b>Asia – 3/17</b></p> <ul style="list-style-type: none"> <li>○ <b>China:</b> Acne Studios, COS and Fjällraven</li> <li>○ <b>Japan:</b> Acne Studios, COS and Fjällraven</li> <li>○ <b>South Korea:</b> Acne Studios and COS</li> <li>○ <b>Qatar:</b> COS</li> </ul> <p><b>Africa – 2/17</b></p> <ul style="list-style-type: none"> <li>○ <b>South Africa:</b> Tiger of Sweden and Fjällraven</li> </ul>
<p><b>Showrooms?</b></p>	<p><b>Yes – 15/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for COS, Fjällraven, Rains, Mads Norgaard and Nudie Jeans</li> </ul>
<p><b>Number of Showrooms:</b></p>	<p><b>1-2 Showrooms – 13/15</b></p> <ul style="list-style-type: none"> <li>○ Ganni (1 – connected to its HQ's in Denmark)</li> <li>○ Tiger of Sweden (1 – connected to its HQ's in Sweden)</li> <li>○ Stine Goya (1 in Denmark)</li> <li>○ House of Dagmar (1 – connected to its HQ's in Sweden)</li> <li>○ Norse Projects (1 – connected to its HQ's in Denmark)</li> <li>○ Designers Remix (1 – connected to its HQ's in Denmark)</li> <li>○ Totême (1 – connected to its HQ's in Sweden)</li> <li>○ Rodebjer (1 in Sweden)</li> <li>○ Acne Studios (2 in Norway and France)</li> </ul>

	<ul style="list-style-type: none"> <li>○ Filippa K (2 in Norway and Netherlands)</li> <li>○ Samsøe Samsøe (2 in Netherlands and Belgium)</li> <li>○ Gestuz (2 – with 1 connected to its HQ's in Denmark)</li> <li>○ Soulland (2 in UK and France)</li> </ul> <p><b>3-4 Showrooms – 2/15</b></p> <ul style="list-style-type: none"> <li>○ Baum und Pferdgarten (3 – with 1 in connected to its HQ's in Denmark and the remaining in Sweden &amp; Norway)</li> <li>○ By Malene Birger (3 – with 1 in connected to its HQ's in Denmark and the remaining Sweden &amp; UK)</li> </ul>
<b>Pop-up Stores?</b>	<p><b>Yes – 18/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied except for Baum und Pferdgarten and Totême</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Norse Projects, By Malene Birger, Mads Norgaard and Rodebjer launched pop-up stores during fashion weeks</li> <li>○ Ganni launched both, regular brick-and-mortar pop-up stores and kiosk pop-up stores</li> <li>○ COS only launched a kiosk pop-up store in the UK (apart from that, no other pop-ups)</li> <li>○ Ganni, Designers Remix and Nudie Jeans launched travelling pop-ups</li> <li>○ Filippa K has both, regular and 2<sup>nd</sup>-hand pop-up stores</li> <li>○ Fjällraven launched a pop-up store at the American Swedish Institute (ASI) Museum in the US</li> <li>○ Norse Projects and Soulland launched multi-cultural pop-ups (merging fashion, furniture and art into a pop-up)</li> <li>○ All Nudie Jeans pop-up stores are repair pop-up stores</li> </ul>
<b>Pop-up Stores Locations:</b>  <i>(rank-ordered from most to least popular)</i>	<p><b>Europe – 16/18</b></p> <ul style="list-style-type: none"> <li>○ <b>Denmark:</b> Ganni, Tiger of Sweden, By Malene Birger, Mads Norgaard (later opened flagship stores here) and Soulland (did NOT open a flagship store here afterwards; opted for third-party distribution instead)</li> <li>○ <b>Sweden:</b> Rodebjer and House of Dagmar (later opened flagship stores here)</li> <li>○ <b>Norway:</b> Designers Remix (did NOT open a flagship store here afterwards; opted for third-party distribution instead)</li> <li>○ <b>UK:</b> COS (later opened a flagship store here), Filippa K, Stine Goya, Soulland and Gestuz (did NOT open flagship stores here afterwards; opted for third-party distribution instead)</li> <li>○ <b>Germany:</b> Filippa K (later opened a flagship store here)</li> <li>○ <b>Netherlands:</b> House of Dagmar (did NOT open a flagship store here afterwards; opted for third-party distribution instead)</li> <li>○ <b>France:</b> Rains, Samsøe Samsøe (later open flagship stores here), Fjällraven and Norse Projects (did NOT open a flagship store here afterwards; opted for third-party distribution instead)</li> <li>○ <b>Belgium:</b> Rodebjer (did NOT open a flagship store here afterwards; opted for third-party distribution instead)</li> </ul> <p><b>America – 5/18</b></p> <ul style="list-style-type: none"> <li>○ <b>US:</b> Ganni, COS, Fjällraven and Nudie Jeans (later opened flagship stores here)</li> <li>○ <b>Canada:</b> Tiger of Sweden and Fjällraven (later opened flagship stores here) and Nudie Jeans (did NOT open a flagship store here afterwards; opted for third-party distribution instead)</li> </ul> <p><b>Asia – 2/18</b></p> <ul style="list-style-type: none"> <li>○ <b>China:</b> Rains (did NOT open a flagship store here afterwards)</li> <li>○ <b>Japan:</b> Designers Remix (did NOT open a flagship store here afterwards NOR arranged third-party distribution)</li> </ul> <p><b>Oceania – 1/18</b></p> <ul style="list-style-type: none"> <li>○ <b>Australia:</b> Acne Studios (later opened a flagship store here)</li> </ul>

Table 6 – Indirect Routes to Market (RTM)

\*Data collected manually from each brand's official websites and overall Internet searches

<b>Shopping Malls?</b>	<p><b>Yes – 12/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, COS, Fjällraven, Rains, By Malene Birger, Soulland, Rodebjer and Nudie Jeans</li> </ul>
<b>Shopping Mall Locations:</b>  <i>(rank-ordered from most to least popular)</i>	<p><b>Europe – 9/12:</b></p> <ul style="list-style-type: none"> <li>○ <b>Denmark:</b> Ganni, Samsøe Samsøe, Tiger of Sweden, COS and By Malene Birger</li> <li>○ <b>Sweden:</b> Filippa K, Samsøe Samsøe, Tiger of Sweden, COS and Rodebjer</li> <li>○ <b>Norway:</b> Ganni and Samsøe Samsøe</li> <li>○ <b>Finland:</b> Filippa K and Samsøe Samsøe</li> <li>○ <b>Germany:</b> Samsøe Samsøe and COS</li> <li>○ <b>Czech Republic:</b> Fjällraven and COS</li> <li>○ <b>Slovakia:</b> Fjällraven and COS</li> <li>○ <b>Bulgaria:</b> Fjällraven and COS</li> <li>○ <b>Russia:</b> Fjällraven and COS</li> <li>○ <b>Other:</b> COS (UK, Poland, Romania, Lithuania, Turkey and Spain) and Fjällraven (Bosnia &amp; Herzegovina, Hungary and Portugal)</li> </ul> <p><b>Most Popular Shopping Malls in Europe:</b></p> <ul style="list-style-type: none"> <li>○ Frederiksberg Centret (Denmark)</li> <li>○ Lyngby Storecenter (Denmark)</li> <li>○ Field's Shopping Center (Denmark)</li> <li>○ Mood (Sweden)</li> <li>○ Mall of Scandinavia (Sweden)</li> </ul> <p><b>Asia – 6/12:</b></p> <ul style="list-style-type: none"> <li>○ <b>China:</b> Acne Studios, COS, Fjällraven and Rains</li> <li>○ <b>Japan:</b> Fjällraven and Nudie Jeans</li> <li>○ <b>Thailand:</b> Soulland and Nudie Jeans</li> <li>○ <b>Indonesia:</b> Nudie Jeans</li> </ul> <p><b>Most Popular Shopping Malls in Asia:</b></p> <ul style="list-style-type: none"> <li>○ The MixC (China)</li> <li>○ Festival Walk (China)</li> <li>○ Fashion Walk (China)</li> <li>○ Parco Nagoya (Japan)</li> </ul> <p><b>America – 3/12:</b></p> <ul style="list-style-type: none"> <li>○ <b>US:</b> Ganni, COS and Fjällraven</li> <li>○ <b>Canada:</b> COS and Fjällraven</li> </ul> <p><b>Most Popular Shopping Malls in America:</b></p> <ul style="list-style-type: none"> <li>○ No one dominating; each brand distributed across different shopping malls in America</li> </ul> <p><b>Oceania – 3/12:</b></p> <ul style="list-style-type: none"> <li>○ <b>Australia:</b> COS, Fjällraven and Rains</li> </ul> <p><b>Most Popular Shopping Mall in Oceania:</b></p> <ul style="list-style-type: none"> <li>○ Melbourne Central (AU)</li> </ul> <p><b>Middle East – 2/12:</b></p> <ul style="list-style-type: none"> <li>○ <b>UAE:</b> COS</li> <li>○ <b>Qatar:</b> By Malene Birger</li> </ul>

	<p><b>Africa – 1/12:</b></p> <ul style="list-style-type: none"> <li>○ <b>South Africa:</b> Tiger of Sweden</li> </ul>
<b>Premium Department Stores?</b>	<p><b>Yes – 18/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for COS and Soulland</li> </ul>
<p><b>Premium Department Store Locations:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Europe – 18/18:</b></p> <ul style="list-style-type: none"> <li>○ <b>Portugal:</b> Ganni, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Fjällraven, House of Dagmar, Designers Remix, Mads Norgaard, Rodebjer and Nudie Jeans</li> <li>○ <b>Sweden:</b> Acne Studios, Filippa K, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, House of Dagmar, Rains, Mads Norgaard, Rodebjer and Nudie Jeans</li> <li>○ <b>Finland:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, House of Dagmar, By Malene Birger, Totême and Rodebjer</li> <li>○ <b>Netherlands:</b> Ganni, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Rains, By Malene Birger, Gestuz and Nudie Jeans</li> <li>○ <b>UK:</b> Ganni, Baum und Pferdgarten, Stine Goya and Norse Projects</li> </ul> <p><b>Most Popular Premium Department Stores in Europe</b></p> <ul style="list-style-type: none"> <li>○ Trouva (<i>Portugal; online &amp; offline</i>)</li> <li>○ Ahlens (<i>Sweden; online &amp; offline</i>)</li> <li>○ Stockmann (<i>Finland; online &amp; offline</i>)</li> <li>○ Sokos (<i>Finland; online &amp; offline</i>)</li> <li>○ Van Tilburg (<i>Netherlands; online &amp; offline</i>)</li> <li>○ Voorwinden (<i>Netherlands; online &amp; offline</i>)</li> </ul> <p><b>Asia – 1/18:</b></p> <ul style="list-style-type: none"> <li>○ <b>Japan:</b> Fjällraven (<i>distributed in Odakyu Halc premium department store, but only sell bags and accessories; only offline</i>)</li> </ul>
<b>Luxury/Premium Department Stores?</b>	<p><b>Yes – 20/20</b></p> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Fjällraven distribution across premium and luxury/premium department stores – most sell solely accessories and bags (very few sell its womenswear and menswear lines; none sell its kidswear line)</li> </ul>
<p><b>Luxury/Premium Department Stores Locations:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Europe – 20/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Denmark:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Sweden:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven, Norse Projects, Designers Remix, By Malene Birger, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Norway:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Designers Remix, By Malene Birger, Gestuz, Totême and Rodebjer</li> <li>○ <b>UK:</b> Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine, COS, Fjällraven, Rains, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>France:</b> Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, Rains, Norse Projects, By Malene Birger and Nudie Jeans</li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>Netherlands:</b> Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, Rains, Norse Projects, By Malene Birger and Nudie Jeans</li> <li>○ <b>Germany:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, Rains, By Malene Birger)</li> <li>○ <b>Ireland:</b> Acne Studios, Ganni, Samsøe Samsøe, COS, Totême and Nudie Jeans</li> <li>○ <b>Other:</b> COS (<i>Slovenia</i>) and Fjällraven (<i>Spain and Portugal</i>)</li> </ul> <p><b>Most Popular Luxury/Premium Department Stores in Europe</b></p> <ul style="list-style-type: none"> <li>○ Illum (<i>Denmark; only offline</i>)</li> <li>○ Magasin (<i>Denmark; only offline</i>)</li> <li>○ NK Stockholm (<i>Sweden; only offline</i>)</li> <li>○ Steen &amp; Strøm (<i>Norway; only offline</i>)</li> <li>○ Galeries Lafayette (<i>France; online &amp; offline</i>)</li> <li>○ 24-Sevres (<i>France; online &amp; offline</i>)</li> <li>○ Printemps (<i>France; online &amp; offline</i>)</li> <li>○ Selfridges (<i>UK; online &amp; offline</i>)</li> <li>○ Harrods (<i>UK; only offline</i>)</li> <li>○ Liberty London (<i>UK; online &amp; offline</i>)</li> <li>○ Fenwick (<i>UK; online &amp; offline</i>)</li> <li>○ Breuninger (<i>Germany; online &amp; offline</i>)</li> <li>○ KaDeWe (<i>Germany; online &amp; offline</i>)</li> <li>○ De Bijenkorf (<i>Netherlands; online &amp; offline</i>)</li> </ul> <p><b>America – 15/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>US:</b> Acne Studios, Ganni, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains, Norse Projects, By Malene Birger, Gestuz, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Canada:</b> Acne Studios, Ganni and Tiger of Sweden</li> </ul> <p><b>Most Popular Luxury/Premium Department Stores in America</b></p> <ul style="list-style-type: none"> <li>○ Harvey Nichols (<i>US; online &amp; offline</i>)</li> <li>○ Saks Fifth Avenue (<i>US; online &amp; offline</i>)</li> <li>○ Nordstrom (<i>US; online &amp; offline</i>)</li> <li>○ Bergdorf Goodman (<i>US; online &amp; offline</i>)</li> <li>○ Neiman Marcus (<i>US; online &amp; offline</i>)</li> <li>○ Simons (<i>Canada; online &amp; offline</i>)</li> <li>○ Hudson's Bay (<i>Canada; online &amp; offline</i>)</li> </ul> <p><b>Oceania – 8/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Australia:</b> Acne Studios, Ganni, Baum und Pferdgarten, Stine Goya, Rains, Norse Projects, Totême and Nudie Jeans</li> </ul> <p><b>Most Popular Luxury/Premium Department Stores in Oceania:</b></p> <ul style="list-style-type: none"> <li>○ Inco (<i>Australia; online &amp; offline</i>)</li> <li>○ David Jones (<i>Australia; online &amp; offline</i>)</li> </ul> <p><b>Asia – 3/20:</b></p> <ul style="list-style-type: none"> <li>○ Japan: Ganni and Nudie Jeans</li> <li>○ South Korea: Ganni and COS</li> <li>○ China: COS</li> </ul> <p><b>Most Popular Luxury/Premium Department Stores in Asia:</b></p> <ul style="list-style-type: none"> <li>○ No one dominating; each brand distributed across different premium/luxury department stores in Asia</li> </ul>
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<b>Fast-Fashion/Premium Multi-Brand Stores?</b>	<p><i>Yes – 14/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Acne Studios, Ganni, COS, House of Dagmar, By Malene Birger and Totême</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands are distributed across purely online fast-fashion/premium multi-brand players</li> </ul> <p><i>Most Popular Fast-Fashion/Premium Online Multi-Brand Players:</i></p> <ul style="list-style-type: none"> <li>○ Amazon</li> <li>○ Asos</li> <li>○ About You</li> </ul>
<b>Premium Multi-Brand Stores?</b>	<p><i>Yes – 19/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for COS</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Most premium multi-brand stores have both, an online and offline presence. Very few offer solely either online or offline services</li> </ul>
<b>Premium Multi-Brand Store Locations:</b>  <i>(rank-ordered from most to least popular)</i>	<p><i>Europe – 19/19:</i></p> <ul style="list-style-type: none"> <li>○ <b>Denmark:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains, Designers Remix, By Malene Birger, Gestuz, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Sweden:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven, Norse Projects, By Malene Birger, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Norway:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Designers Remix, By Malene Birger, Gestuz and Rodebjer</li> <li>○ <b>Netherlands:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Rains, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Soulland, Mads Norgaard, Rodebjer and Nudie Jeans</li> <li>○ <b>UK:</b> Acne Studios, Ganni, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains, Norse Projects, By Malene Birger, Gestuz, Soulland, Mads Norgaard, Totême and Nudie Jeans</li> <li>○ <b>Germany:</b> Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains, Norse Projects, Designers Remix, By Malene Birger, Soulland, Mads Norgaard and Nudie Jeans</li> <li>○ <b>France:</b> Acne Studios, Filippa K, Samsøe Samsøe, Fjällraven, Rains, Norse Projects, Designers Remix, By Malene Birger, Soulland and Nudie Jeans</li> <li>○ <b>Belgium:</b> Ganni, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Designers Remix, By Malene Birger, Gestuz, Mads Norgaard and Rodebjer</li> <li>○ <b>Austria:</b> Rains, Norse Projects, By Malene Birger and Nudie Jeans</li> <li>○ <b>Ireland:</b> Samsøe Samsøe, By Malene Birger and Rodebjer</li> <li>○ <b>Spain:</b> Fjällraven, Rains and Nudie Jeans</li> <li>○ <b>Portugal:</b> Norse Projects and Soulland</li> <li>○ <b>Switzerland:</b> Rodebjer</li> </ul> <p><i>Most Popular Premium Multi-Brand Stores in Europe:</i></p> <ul style="list-style-type: none"> <li>○ Zoovillage (Sweden; online &amp; offline)</li> <li>○ Wakakuu (Sweden; online &amp; offline)</li> <li>○ Debut (Sweden; online &amp; offline)</li> <li>○ Stil (Sweden; only offline)</li> <li>○ Nobo Design (Sweden; online &amp; offline)</li> <li>○ Ted &amp; Teresa (Sweden; online &amp; offline)</li> <li>○ Aplace (Sweden; online &amp; offline)</li> </ul>

	<ul style="list-style-type: none"> <li>○ Elin Maria (Sweden; online &amp; offline)</li> <li>○ Miinto (Denmark; online &amp; offline)</li> <li>○ Butler Loftet (Denmark; online &amp; offline)</li> <li>○ ByFlou (Denmark; online &amp; offline)</li> <li>○ Buhl Fashion (Denmark; online &amp; offline)</li> <li>○ Froken Pedersen (Denmark; online &amp; offline)</li> <li>○ Bogart (Norway; online &amp; offline)</li> <li>○ Snor Butikk (Norway; online &amp; offline)</li> <li>○ Modo (Norway; online &amp; offline)</li> <li>○ Orange Bag (Netherlands; online &amp; offline)</li> <li>○ Luxury Zone (Netherlands; online &amp; offline)</li> <li>○ Meet Bernard (UK; online &amp; offline)</li> <li>○ Frontiers (UK; online &amp; offline)</li> <li>○ Scandi Club (Germany; online &amp; offline)</li> <li>○ Lars Women (Germany; online &amp; offline)</li> <li>○ Le Rayon Frais (France; online &amp; offline)</li> <li>○ Pied de Poule (Belgium; online &amp; offline)</li> <li>○ Pand (Belgium; online &amp; offline)</li> </ul> <p><b>America – 12/19:</b></p> <ul style="list-style-type: none"> <li>○ <b>US:</b> Ganni, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains, Norse Projects, Rodebjer and Nudie Jeans</li> <li>○ <b>Canada:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Rains, Norse Projects and Nudie Jeans</li> </ul> <p><b>Most Popular Premium Multi-Brand Stores in America:</b></p> <ul style="list-style-type: none"> <li>○ American Rag (US; online &amp; offline)</li> <li>○ Gravitypope (Canada; online &amp; offline)</li> </ul> <p><b>Oceania – 12/19:</b></p> <ul style="list-style-type: none"> <li>○ <b>New Zealand:</b> Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Fjällraven, Rains, Norse Projects, Gestuz, Totême and Nudie Jeans</li> <li>○ <b>Australia:</b> Samsøe Samsøe, Stine Goya, Fjällraven, Rains, Norse Projects, Gestuz and Nudie Jeans</li> </ul> <p><b>Most Popular Premium Multi-Brand Stores in Oceania:</b></p> <ul style="list-style-type: none"> <li>○ Superette (New Zealand; online &amp; offline)</li> <li>○ Wanda Harland (New Zealand ; online &amp; offline)</li> <li>○ Somedays (Australia; online &amp; offline)</li> </ul> <p><b>Asia – 7/19:</b></p> <ul style="list-style-type: none"> <li>○ <b>China:</b> Filippa K, Baum und Pferdgarten, Norse Projects and Designers Remix</li> <li>○ <b>Indonesia:</b> Fjällraven, Designers Remix and Nudie Jeans</li> <li>○ <b>Thailand:</b> Rains and Nudie Jeans</li> </ul> <p><b>Most Popular Premium Multi-Brand Stores in Asia:</b></p> <ul style="list-style-type: none"> <li>○ No one dominating; each brand distributed across premium multi-brand stores in Asia</li> </ul>
<p><b>Luxury/Premium Multi-Brand Stores?</b></p>	<p><b>Yes – 20/20</b></p> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Fjällraven distribution across fast-fashion/premium , premium and luxury/premium multi-brand stores – most sell solely accessories and bags (very few sell its womenswear and menswear lines; none sell its kidswear line)</li> <li>○ Balanced ratio between premium/luxury multi-brand e-retailers and premium/luxury multi-brand stores with both, an online and offline presence</li> </ul> <p><b>Most Popular Luxury/Premium Online Multi-Brand Players:</b></p> <ul style="list-style-type: none"> <li>○ NAP</li> <li>○ YOOX-NAP</li> </ul>



	<ul style="list-style-type: none"> <li>○ Mr. Porter</li> <li>○ Matches Fashion</li> <li>○ The Outnet</li> <li>○ Moda Operandi</li> <li>○ Luisa Via Roma</li> <li>○ MyTheresa</li> <li>○ Farfetch</li> <li>○ Browns Fashion</li> <li>○ Revolve</li> <li>○ Zalando</li> <li>○ ShopBop</li> <li>○ Boozt</li> <li>○ Atterley</li> <li>○ Ssense</li> <li>○ The Iconic</li> </ul>
<b>Luxury/Premium Multi-Brand Store Locations:</b>  <i>(rank-ordered from most to least popular)</i>	<p><b>Europe – 19/19:</b>  <i>*Out of 19 because COS is solely distributed across online luxury/premium multi-brand retailers</i></p> <ul style="list-style-type: none"> <li>○ <b>UK:</b> Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällräven, Rains, Norse Projects, By Malene Birger, Gestuz, Soulland, Rodebjer and Nudie Jeans</li> <li>○ <b>Norway:</b> Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, House of Dagmar, Designers Remix, By Malene Birger, Gestuz, Totême and Rodebjer</li> <li>○ <b>Germany:</b> Acne Studios, Ganni, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Norse Projects, By Malene Birger, Gestuz, Soulland and Totême</li> <li>○ <b>Denmark:</b> Acne Studios, Ganni, Tiger of Sweden, Stine Goya, Rains, By Malene Birger, Gestuz and Soulland</li> <li>○ <b>Sweden:</b> Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, By Malene Birger, Totême and Rodebjer</li> <li>○ <b>Ireland:</b> Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Rains, Norse Projects and Nudie Jeans</li> <li>○ <b>Netherlands:</b> Acne Studios, Ganni, Stine Goya, By Malene Birger and Rodebjer</li> <li>○ <b>Belgium:</b> Ganni, Samsøe Samsøe, Baum und Pferdgarten and Designers Remix</li> <li>○ <b>Italy:</b> Acne Studios, Ganni and Totême</li> <li>○ <b>Other:</b> By Malene Birger (<i>Portugal</i>) and Designers Remix (<i>France</i>)</li> </ul> <p><b>Most Popular Luxury/Premium Multi-Brand Stores in Europe:</b></p> <ul style="list-style-type: none"> <li>○ Coggles (<i>UK; online &amp; offline</i>)</li> <li>○ End Clothing (<i>UK; online &amp; offline</i>)</li> <li>○ Cho (<i>UK; online &amp; offline</i>)</li> <li>○ Bernard Boutique (<i>UK; online &amp; offline</i>)</li> <li>○ 18 Montrose (<i>UK; online &amp; offline</i>)</li> <li>○ Bungalow (<i>Germany; online &amp; offline</i>)</li> <li>○ Soto Store (<i>Germany; online &amp; offline</i>)</li> <li>○ Hoyer Storo (<i>Norway; online &amp; offline</i>)</li> <li>○ Dr. Adams (<i>Denmark; online &amp; offline</i>)</li> <li>○ Me &amp; The Met (<i>Denmark; online &amp; offline</i>)</li> <li>○ Iisa of Malmo (<i>Sweden; only offline</i>)</li> <li>○ Johnells (<i>Sweden; only offline</i>)</li> <li>○ Accent Clothing (<i>Ireland; online &amp; offline</i>)</li> <li>○ Tony McDonell (<i>Ireland; online &amp; offline</i>)</li> <li>○ Labels (<i>Netherlands; online &amp; offline</i>)</li> <li>○ Lorca (<i>Belgium; online &amp; offline</i>)</li> <li>○ Wellens Women (<i>Belgium; online &amp; offline</i>)</li> <li>○ Antonia (<i>Italy; online &amp; offline</i>)</li> <li>○ Three Different (<i>Italy; online &amp; offline</i>)</li> </ul>



	<p><b>America – 11/19:</b></p> <p><i>*Out of 19 because COS is solely distributed across online luxury/premium multi-brand retailers</i></p> <ul style="list-style-type: none"> <li>○ <b>United States:</b> Acne Studios, Ganni, Samsoe Samsoe, Baum und Pferdgarten, Stine Goya, Norse Projects, By Malene Birger, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Canada:</b> Acne Studios, Ganni, Filippa K, Samsoe Samsoe, Norse Projects, Totême and Rodebjer</li> </ul> <p><b>Most Popular Luxury/Premium Multi-Brand Stores in America:</b></p> <ul style="list-style-type: none"> <li>○ Bird Brooklyn (US; online &amp; offline)</li> <li>○ Hampden Clothing (US; online &amp; offline)</li> <li>○ Frances May (US; online &amp; offline)</li> <li>○ Intermix (US; online &amp; offline)</li> <li>○ Azalea (US; online &amp; offline)</li> <li>○ Want Apotechary (Canada; online &amp; offline)</li> <li>○ Holten Frew (Canada; online &amp; offline)</li> <li>○ Neighbor (Canada; online &amp; offline)</li> </ul> <p><b>Asia – 7/19:</b></p> <p><i>*Out of 19 because COS is solely distributed across online luxury/premium multi-brand retailers</i></p> <ul style="list-style-type: none"> <li>○ <b>Indonesia:</b> Acne Studios, Ganni, Stine Goya, Fjällraven, Totême and Nudie Jeans</li> <li>○ <b>China:</b> Acne Studios, Ganni and Norse Projects</li> <li>○ <b>Singapore:</b> Acne Studios and Ganni</li> </ul> <p><b>Most Popular Luxury/Premium Multi-Brand Stores in Asia:</b></p> <ul style="list-style-type: none"> <li>○ Bobobobo (Indonesia; online &amp; offline)</li> <li>○ HBX (China; online &amp; offline)</li> <li>○ Lane Crawford (China; online &amp; offline)</li> <li>○ Club 21 (Singapore; online &amp; offline)</li> </ul> <p><b>Oceania – 5/19:</b></p> <p><i>*Out of 19 because COS is solely distributed across online luxury/premium multi-brand retailers</i></p> <ul style="list-style-type: none"> <li>○ <b>Australia:</b> Acne Studios, Ganni and Totême</li> <li>○ <b>New Zealand:</b> Stine Goya and Rodebjer</li> </ul> <p><b>Most Popular Luxury/Premium Multi-Brand Stores in Oceania:</b></p> <ul style="list-style-type: none"> <li>○ Camargue (Australia; online &amp; offline)</li> <li>○ Muse Boutique (New Zealand; online &amp; offline)</li> </ul>
<p><b>Multi-Brand Sports/Outerwear Stores?</b></p>	<p><b>Yes – 4/20</b></p> <ul style="list-style-type: none"> <li>○ Filippa K, Fjällraven, Rains and Norse Projects</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Filippa K and Norse Projects are only distributed online across multi-brand sports/outerwear retailers</li> <li>○ Rains and Fjällraven are distributed by both, online and offline multi-brand sports/outerwear players</li> <li>○ Unlike the afore-mentioned indirect routes to market, all Fjällraven sports retailers carry a wide assortment of the brand, including womenswear, menswear, accessories (including gear) and bags. Only 1 distributed solely bags. None carried any of its kidswear line</li> <li>○ <u>European locations:</u> Belgium (Rains and Fjällraven), France (Rains), Denmark (Fjällraven), UK (Fjällraven), Germany (Fjällraven), Austria (Fjällraven), Portugal (Fjällraven) and Italy (Fjällraven)</li> <li>○ <u>American locations:</u> US (Rains and Fjällraven) and Canada (Rains and Fjällraven)</li> </ul> <p><b>Most Popular Multi-Brand Sports/Outerwear Stores:</b></p> <ul style="list-style-type: none"> <li>○ AS Adventure (Belgium; online &amp; offline)</li> <li>○ Rei Co-Op (US; online &amp; offline)</li> <li>○ Altitude Sports (Canada; online &amp; offline)</li> </ul>

<b>Premium Outlet Stores?</b>	<p><i>Yes – 13/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied except for Ganni, Baum und Pferdgarten, Stine Goya, COS, House of Dagmar, Designers Remix and Soulland</li> </ul>
<p><b>Premium Outlet Store Locations:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><i>Europe – 11/13</i></p> <ul style="list-style-type: none"> <li>○ <b>Sweden:</b> Acne Studios, Filippa K, Samsøe Samsøe, Tiger of Sweden, By Malene Birger, Mads Norgaard, Rodebjer and Nudie Jeans</li> <li>○ <b>Norway:</b> Filippa K, Samsøe Samsøe, Tiger of Sweden</li> <li>○ <b>Denmark:</b> Samsøe Samsøe, By Malene and Gestuz</li> <li>○ <b>Finland:</b> Tiger of Sweden and Fjällraven</li> <li>○ <b>UK:</b> Acne Studios, Totême</li> <li>○ <b>Spain:</b> Samsøe Samsøe</li> </ul> <p><i>Most Popular Premium Outlet Stores in Europe:</i></p> <ul style="list-style-type: none"> <li>○ Hede Fashion Outlet (<i>Sweden</i>)</li> <li>○ Vinkagers Factory Outlet (<i>Sweden</i>)</li> <li>○ Oslo Fashion Outlet (<i>Norway</i>)</li> <li>○ Ringsted Outlet (<i>Denmark</i>)</li> <li>○ The Misslubna (<i>UK</i>)</li> </ul> <p><i>America – 6/13</i></p> <ul style="list-style-type: none"> <li>○ <b>Canada:</b> Tiger of Sweden, Fjällraven, Rains and Norse Projects</li> <li>○ <b>US:</b> Acne Studios, Fjällraven and Totême</li> </ul> <p><i>Most Popular Premium Outlet Stores in America:</i></p> <ul style="list-style-type: none"> <li>○ The Last Hunt (<i>Canada</i>)</li> </ul>
<b>Luxury/Premium Outlet Stores?</b>	<p><i>Yes – 20/20</i></p>
<p><b>Luxury/Premium Outlet Store Locations:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><i>Europe – 20/20</i></p> <ul style="list-style-type: none"> <li>○ <b>Sweden:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, COS, House of Dagmar, Rains, Designers Remix, By Malene Birger, Gestuz, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>UK:</b> Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, House of Dagmar, Rains, By Malene Birger, Gestuz, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Germany:</b> Acne Studios, Ganni, Tiger of Sweden, Baum und Pferdgarten, Stine Goya and Nudie Jeans</li> <li>○ <b>Netherlands:</b> Filippa K, Fjällraven and Rains</li> <li>○ <b>Switzerland:</b> Ganni and Designers Remix</li> </ul> <p><i>Most Popular Luxury/Premium Outlet Stores in Europe:</i></p> <ul style="list-style-type: none"> <li>○ Stockholm Quality Outlet (<i>Sweden</i>)</li> <li>○ Afound (<i>Sweden</i>)</li> <li>○ Boozlet (<i>Sweden</i>)</li> <li>○ Shop the Sales (<i>UK</i>)</li> <li>○ My Best Brands (<i>Germany</i>)</li> <li>○ Designer Outlet Neumunster (<i>Germany</i>)</li> </ul> <p><i>America – 3/20</i></p> <ul style="list-style-type: none"> <li>○ <b>US:</b> Acne Studios, Ganni and COS</li> </ul> <p><i>Most Popular Luxury/Premium Outlet Stores in America:</i></p> <ul style="list-style-type: none"> <li>○ Woodbury Common Outlets (<i>US; all brands distributed here</i>)</li> </ul>

	<p><i>Asia – 1/20</i></p> <ul style="list-style-type: none"> <li>○ <b>China:</b> Acne Studios (<i>Florentia Village Outlet</i>)</li> </ul>
<b>Rental Platforms?</b>	<p><i>Yes – 13/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied except for COS, Fjällraven, Rains, Norse Projects, Soulland, Mads Norgaard and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands are distributed across purely online rental platforms</li> <li>○ For the SCF brands offering womenswear and menswear lines (Acne Studios, Samsoe Samsoe and Tiger of Sweden), all rental platforms solely distribute their womenswear lines</li> </ul> <p><i>Most Popular Rental Platforms:</i></p> <ul style="list-style-type: none"> <li>○ Fjong</li> <li>○ It's Re:Leased</li> <li>○ Hurr Collective</li> <li>○ Girl Meets Dress</li> <li>○ MyWardrobe HQ</li> <li>○ Rotaro</li> <li>○ By Rotation</li> <li>○ Onloan</li> <li>○ Rent the Runway</li> <li>○ Glam Corner</li> </ul>
<b>Resale Platforms?</b>	<p><i>Yes – 20/20</i></p> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands are distributed across purely online resale platforms</li> <li>○ Most resale platforms distribute both, womenswear and menswear; very few distribute kidswear too</li> </ul> <p><i>Most Popular Resale Platforms:</i></p> <ul style="list-style-type: none"> <li>○ Vestiaire Collective</li> <li>○ The RealReal</li> <li>○ Rebelle</li> <li>○ DePop</li> <li>○ Poshmark</li> <li>○ ThredUp</li> <li>○ Tradesy</li> <li>○ Material World</li> <li>○ Le Prix</li> </ul>

*Table 7 – Customer Relationships*

*\*Data collected manually from each brand's official websites and social media accounts*

<b>Self-Service?</b>	<i>Yes – 20/20</i>
<b>Personal Assistance?</b>	<p><i>Online – 20/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied include a telephone number and a contact e-mail on their websites</li> <li>○ Acne Studios, Filippa K, Baum und Pferdgarten, COS, Fjällraven, Mads Norgaard and Totême additionally include a live chat on their websites</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Totême even mentions its WhatsApp account on its website, so that customers can contact them directly over this social media platform</li> <li>○ Nudie Jeans also offers the possibility to schedule phone calls with personal assistants for styling recommendations.</li> </ul>

	<p><i>Offline – 3/20</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, House of Dagmar and Totême provide a personal shopping service in-store (arranged by appointment)</li> </ul>
<b>Automated Services?</b>	<p><i>Yes – 12/20</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, COS, Fjällraven, House of Dagmar, By Malene Birger, Mads Norgaard and Totême offer automated recommendations of other garments that are related/similar to the ones initially chosen by the customer</li> </ul> <p><i>No – 8/20</i></p> <ul style="list-style-type: none"> <li>○ Stine Goya, Rains, Norse Projects, Designers Remix, Gestuz, Soulland, Rodebjer and Nudie Jeans do not offer automated recommendations of other garments that are related/similar to the ones initially chosen by the customer</li> </ul>
<b>Communities?</b>	<p><i>Instagram – 20/20</i></p> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ All brands had the largest number of followers in this social media platform, except for Tiger of Sweden, Fjällraven and Nudie Jeans</li> <li>○ Filippa K also has an official Instagram account for its Soft Sport womenswear line</li> <li>○ Fjällraven also has an official Instagram account for its Kanken backpack</li> <li>○ Norse Projects has 2 official Instagram accounts: one for women and one for men (the men account has a larger number of followers; makes sense, as the brand started as a menswear label)</li> <li>○ Designers Remix has 2 official Instagram accounts: one for women and one for girls (the women account has a larger number of followers; makes sense, as the brand started as a womenswear label)</li> </ul> <p><i>Facebook – 20/20</i></p> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Tiger of Sweden, Fjällraven and Nudie Jeans had the largest number of followers in this social media platform. The remaining brands had the 2<sup>nd</sup> largest number of followers in this social media platform.</li> <li>○ Fjällraven also has an official Facebook account for its Kanken backpack</li> <li>○ Designers Remix has 2 official Facebook accounts: one for women and one for girls (the women account has a larger number of followers; makes sense, as the brand started as a womenswear label)</li> </ul> <p><i>LinkedIn – 20/20</i></p> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Mads Norgaard has a private LinkedIn profile (only accessible to Mads Norgaard employees)</li> </ul> <p><i>Pinterest – 18/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Gestuz and Mads Norgaard</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Norse Projects has 2 official Pinterest accounts, but has not created any content in either yet</li> </ul> <p><i>Twitter – 17/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Baum und Pferdgarten, Mads Norgaard and Totême</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ By Malene Birger has an official Twitter account, but has not created any content yet</li> </ul> <p><i>YouTube – 17/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Rains, Designers Remix and Soulland</li> </ul>

	<p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios has an official YouTube account and has uploaded artistic content, but has no followers</li> <li>○ Stine Goya, House of Dagmar and Mads Norgaard have an official YouTube account, but no followers (all of them only uploaded 1 artistic video; maybe this is the reason why)</li> </ul> <p><b>Snapchat – 3/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, By Malene Birger and Mads Norgaard</li> </ul> <p><b>Reddit – 2/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios and Fjällraven</li> </ul> <p><b>TikTok – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Ganni</li> </ul> <p><b>Other – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Fjällraven (<i>allows customers to place reviews on its official website, for them to share their product experiences with others</i>)</li> </ul>
<p><b>Size of Social Media Platforms Communities:</b></p> <p><i>(Only for the most popular social media platforms)</i></p>	<p><b>Instagram – 20/20</b></p> <ul style="list-style-type: none"> <li>○ <b>50K-100K followers:</b> Tiger of Sweden, House of Dagmar, Soulland</li> <li>○ <b>101-150K followers:</b> Baum und Pferdgarten, Designers Remix, Norse Projects, Gestuz, Mads Norgaard, Rodebjer</li> <li>○ <b>201K-300K followers:</b> Filippa K, Samsøe Samsøe, Stine Goya, Rains, By Malene Birger and Nudie Jeans</li> <li>○ <b>400K-500K followers:</b> Fjällraven and Totême</li> <li>○ <b>&gt;500K followers:</b> Ganni</li> <li>○ <b>&gt;2M followers:</b> Acne Studios (<i>almost 3M</i>) and COS</li> </ul> <p><b>Facebook – 20/20</b></p> <ul style="list-style-type: none"> <li>○ <b>9K-25K followers:</b> Baum und Pferdgarten, Stine Goya, House of Dagmar, Designers Remix, Gestuz, Soulland, Mads Norgaard, Totême and Rodebjer</li> <li>○ <b>26K-50K followers:</b> Ganni and Norse Projects</li> <li>○ <b>50K-100K followers:</b> Samsøe Samsøe and By Malene Birger</li> <li>○ <b>101K-135K followers:</b> Filippa K, Tiger of Sweden and Rains</li> <li>○ <b>200K-250K followers:</b> Nudie Jeans</li> <li>○ <b>&gt; 500K followers:</b> Acne Studios, COS and Fjällraven</li> </ul> <p><b>LinkedIn – 20/20</b></p> <ul style="list-style-type: none"> <li>○ <b>&lt;1K followers:</b> Mads Norgaard (<i>very few followers because of its private account</i>)</li> <li>○ <b>1K-9K followers:</b> Baum und Pferdgarten, Stine Goya, House of Dagmar, Rains, Norse Projects, Designers Remix, Gestuz, Soulland, Totême and Rodebjer</li> <li>○ <b>&gt;120K followers:</b> Acne Studios and COS</li> </ul> <p><b>Pinterest – 18/20</b></p> <ul style="list-style-type: none"> <li>○ <b>&lt;50 Followers:</b> Soulland</li> <li>○ <b>140-240 followers:</b> Stine Goya, Tiger of Sweden and Norse Projects</li> <li>○ <b>550-850 followers:</b> Baum und Pferdgarten, House of Dagmar and Designers Remix</li> <li>○ <b>1K-6K followers:</b> Filippa K, Samsøe Samsøe, By Malene Birger, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>10K-15K followers:</b> Ganni</li> <li>○ <b>&gt;75K followers:</b> Acne Studios</li> <li>○ <b>&gt;130K followers:</b> COS</li> </ul>

	<p><b>Twitter – 17/20</b></p> <ul style="list-style-type: none"> <li>○ <b>50-150 followers:</b> Ganni, Samsøe Samsøe, Tiger of Sweden and By Malene Birger</li> <li>○ <b>400-1,000 followers:</b> Stine Goya, Designers Remix and Gestuz and Rodebjer</li> <li>○ <b>1K-3K followers:</b> Filippa K, House of Dagmar, Rains and Soulland</li> <li>○ <b>7K-15K followers:</b> COS and Fjällräven</li> <li>○ <b>17K-25K followers:</b> Norse Projects and Nudie Jeans</li> <li>○ <b>&gt; 125K Followers:</b> Acne Studios</li> </ul> <p><b>YouTube – 17/20</b></p> <ul style="list-style-type: none"> <li>○ <b>0-10 followers:</b> Acne Studios, Stine Goya, House of Dagmar, Gestuz and Mads Norgaard</li> <li>○ <b>20-40 Followers:</b> Samsøe Samsøe, Baum und Pferdgarten, Norse Projects and Rodebjer</li> <li>○ <b>200-380 followers:</b> Ganni, Filippa K and By Malene Birger</li> <li>○ <b>540-560 followers:</b> Tiger of Sweden and Totême</li> <li>○ <b>5K-7K followers:</b> COS and Nudie Jeans</li> <li>○ <b>&gt;65K followers:</b> Fjällräven</li> </ul>
<b>Co-Creation?</b>	<b>No – 20/20</b>
<b>Customization?</b>	<p><b>Yes, permanently – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Tiger of Sweden (<i>solely offer this option for its suits</i>)</li> </ul> <p><b>Yes, temporarily – 3/20</b></p> <ul style="list-style-type: none"> <li>○ COS offered customers the possibility to temporarily customize Denim at its London flagship store</li> <li>○ Rains offered customers the possibility to temporarily customize some of its raincoats, accessories and bags at its NYC flagship store</li> <li>○ Mads Norgaard offered customers the possibility to customize its Mads Norgaard tees at the Roskilde music festival</li> </ul> <p><b>Not at all – 16/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Tiger of Sweden, COS, Rains and Mads Norgaard</li> </ul>
<b>Other Types of Customer Relationships?</b>	<p><b>Yes – 2/20</b></p> <ul style="list-style-type: none"> <li>○ Mads Norgaard has created a reward system for those customers who have owned their iconic 101 t-shirt for more than 20 years. These customers can bring their old 101 t-shirt to Mads Norgaard stores and automatically and receive a new 101 t-shirt for free</li> <li>○ With every delivery, Nudie Jeans includes a survey for customers to share their personal satisfaction/experience levels with the brand.</li> </ul>

**Table 8 – Key Resources (Physical Resources)**

*\*Data collected manually from each brand's official websites*

<b>Suppliers – Reveal the # of suppliers with whom they work with?</b>	<p><b>Yes: 4/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios (<i>total of 62 suppliers</i>)</li> <li>○ Samsøe Samsøe (<i>total of 56 suppliers</i>)</li> <li>○ Totême (<i>total of 20 suppliers</i>)</li> <li>○ Nudie Jeans (<i>total of 42 suppliers</i>)</li> </ul> <p><b>Not Precisely: 4/20</b></p> <ul style="list-style-type: none"> <li>○ COS (<i>total of 800 suppliers, but this number refers to the total number of suppliers for which the H&amp;M Group works with</i>)</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Rains, Norse Projects and Soulland mention that they work with a small number of independent suppliers, but do not specify the exact number of suppliers with whom they work with</li> </ul> <p><b>Not At All: 12/20</b></p> <ul style="list-style-type: none"> <li>○ Ganni, Filippa K, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven, House of Dagmar, Designers Remix, By Malene Birger, Gestuz, Mads Norgaard and Rodebjer</li> </ul>
<b>Suppliers – Have a Code of Conduct (CoC)?</b>	<p><b>Yes: 17/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Filippa K and Nudie Jeans (<i>CoC based on FWF principles</i>)</li> <li>○ Ganni, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, House of Dagmar, Rains, Designers Remix, By Malene Birger, Mads Norgaard and Rodebjer (<i>CoC based on the International Labour Organization – ILO – and the 10 principles of the UN</i>)</li> <li>○ Tiger of Sweden and Gestuz (<i>CoC based on Amfori BSCI principles</i>)</li> <li>○ Nudie Jeans (<i>its CoC is a combination of FWF, UN 10 Principles and ILO standards; it is the most complete one</i>)</li> </ul> <p><b>No: 3/20</b></p> <ul style="list-style-type: none"> <li>○ Norse Projects (<i>does not provide any CoC information on its website, but at least includes very detailed descriptions of each of its suppliers</i>)</li> <li>○ Soulland</li> <li>○ Totême</li> </ul>
<b>Suppliers – Any actions if CoC is violated?</b>	<p><b>Yes: 6/20</b></p> <ul style="list-style-type: none"> <li>○ If suppliers violate the CoC, Samsøe Samsøe, Fjällraven, House of Dagmar and By Malene Birger give them a specific time-period to amend their mistakes. If by that specific time-frame suppliers do not display any noticeable improvements, the business contract is terminated</li> <li>○ Stine Goya does not give any self-correction period. If any supplier violates the CoC, the business relationship is terminated immediately</li> </ul>
<b>Supplier Selection Criteria</b> <i>(rank-ordered from most to least popular)</i>	<ul style="list-style-type: none"> <li>○ <b>14/20 SCF brands select suppliers with the most innovative production techniques and technologies for upcycling dead fabrics, pre/post-consumer waste and other waste (e.g. industrial waste, landfill waste, ocean waste):</b> Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, House of Dagmar, Rains, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Rodebjer and Nudie Jeans</li> <li>○ <b>8/20 SCF brands select suppliers on the basis of their sustainability certifications:</b> Ganni, Samsøe Samsøe, Tiger of Sweden, Designers Remix, By Malene Birger, Gestuz, Soulland and Nudie Jeans</li> <li>○ <b>5/20 SCF brands focus on selecting outstandingly-skilled suppliers to ensure the production of high-quality garments:</b> Tiger of Sweden, Rains, Norse Projects, Mads Norgaard and Totême</li> <li>○ <b>4/20 select suppliers with effective water management systems, to avoid water waste:</b> Acne Studios, Filippa K, Samsøe Samsøe and Nudie Jeans</li> <li>○ <b>3/20 select suppliers after being approved by their own sustainability departments:</b> Acne Studios, Stine Goya and COS</li> <li>○ <b>3/20 select suppliers that can be transparent and reliable regarding production locations, sub-contractors, etc.:</b> Acne Studios, Filippa K and Designers Remix</li> <li>○ <b>3/20 select suppliers that comply with all relevant environmental national legislations:</b> Fjällraven, Designers Remix and By Malene Birger</li> </ul>



	<p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ One of Samsøe Samsøe's denim suppliers is using cutting-edge e-flow bubbles nano-technology, in order to minimize the amount of water and chemicals used in the production process</li> </ul>
<b>Supplier Trainings?</b>	<p><b>Yes: 5/20</b></p> <ul style="list-style-type: none"> <li>○ COS and Rains provide ongoing trainings to enhance supplier's sustainability credentials and skills</li> <li>○ Gestuz also provides supplier sustainability-oriented trainings, but only every 2 years and only for suppliers in its main production facilities</li> <li>○ By Malene Birger holds a bi-annual online anti-corruption training</li> <li>○ Nudie Jeans offers the "FWF Workplace Education Program (WEP)" (Nudie Jeans, 2020)</li> </ul>
<b>Animal Welfare Policies?</b>	<p><b>Yes: 15/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Ganni, Stine Goya, Designers Remix Soulland and Mads Norgaard</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Designers Remix has no animal welfare policies in place because the brand restrains from using any animals for the production of its garments</li> <li>○ Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, By Malene Birger and Nudie Jeans comply with the Five Freedoms animal welfare act outlined by the World Organization for Animal Health</li> <li>○ Tiger of Sweden complies with the Fur Free Alliance act</li> </ul>
<p><b>Animal Welfare Requirements:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<ul style="list-style-type: none"> <li>○ <b>10/15 SCF brands use animals that have been raised in farms, as by-products from the meat industry:</b> Acne Studios, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, COS, By Malene Birger, Gestuz, Totême and Nudie Jeans</li> <li>○ <b>8/15 SCF brands select suppliers that do not engage in mulesing, live-skinning nor live-plucking practices:</b> Acne Studios, Samsøe Samsøe, Baum und Pferdgarten, Fjällraven, By Malene Birger, Gestuz, Totême and Rodebjer</li> <li>○ <b>6/15 SCF brands select suppliers that restrain from using angora:</b> Acne Studios, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, By Malene Birger and Gestuz</li> <li>○ <b>6/15 SCF brands select suppliers that restrain from using skins from endangered species:</b> Samsøe Samsøe, Baum und Pferdgarten, COS By Malene Birger, Gestuz and Nudie Jeans (rigorously comply with the endangered species lists provided by the International Union for Conservation of Nature and Natural Resources – IUCN – and the Convention of International Trade in Endangered Species – CITES)</li> <li>○ <b>6/15 SCF brands select suppliers that restrain from using any fur:</b> Acne Studios, Baum und Pferdgarten, COS, Fjällraven (use its synthetic alternative: the Artic Fur), Gestuz and Rodebjer</li> <li>○ <b>5/15 SCF brands select suppliers that comply with the Responsible Down Standard (RDS):</b> Acne Studios, Samsøe Samsøe, Baum und Pferdgarten, COS and By Malene Birger</li> <li>○ <b>5/15 SCF brands select suppliers that only work with Leather Working Group (LWG) certified tanneries:</b> Acne Studios, Samsøe Samsøe, Baum und Pferdgarten, Fjällraven and Gestuz</li> <li>○ <b>4/15 SCF brands select suppliers that restrain from using skins from exotic animals (e.g. crocodile):</b> Samsøe Samsøe, Baum und Pferdgarten, COS and Nudie Jeans</li> <li>○ <b>3/15 SCF brands select suppliers that restrain from using feathers:</b> Filippa K, Samsøe Samsøe and Rains</li> <li>○ <b>3/15 SCF brands select suppliers that comply with the Responsible Wool Standard (RWS):</b> Samsøe Samsøe, Baum und Pferdgarten and COS</li> </ul>



	<ul style="list-style-type: none"> <li>○ <b>2/15 SCF brands select suppliers that restrain from using mohair:</b> Baum und Pferdgarten and COS</li> </ul>
<b>Materials – Have an Index to Assess Fibers?</b>	<p><b>Yes: 9/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Fjällraven and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios Sustainable Fiber Benchmark and Nudie Jeans Material Tool were inspired by the Higg Index and the MADE-BY Environmental Benchmark</li> <li>○ Ganni's Fabric Score was inspired by the Higg Index</li> <li>○ Filippa K's Fiber Tool was inspired by MADE-BY and Nike</li> <li>○ Rains has invested in an innovative material with outstanding sustainability properties. 3M Featherless Insulation is now replacing all its natural down</li> </ul>
<b>Materials – How Many Categories in Each Fiber Index?</b>	<p><b>3 Categories – 5/9</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios ('Recommended', 'Good', 'Discouraged')</li> <li>○ Ganni ('Recommended', 'Better Option', 'Avoid')</li> <li>○ Samsøe Samsøe ('Preferred', 'Accepted', 'Used with Care')</li> <li>○ Baum und Pferdgarten ('Favored', 'Good', 'Problematic')</li> <li>○ Fjällraven ('Excellent', 'Good', 'OK')</li> </ul> <p><b>4 Categories – 4/9</b></p> <ul style="list-style-type: none"> <li>○ Filippa K ('Category 1', 'Category 2', 'Category 3', 'Category 4')</li> <li>○ Tiger of Sweden ('Category 1', 'Category 2', 'Category 3', 'Category 4')</li> <li>○ Stine Goya ('Use Often', 'Use Frequently', 'Use with Care', 'Limit Use')</li> <li>○ Nudie Jeans ('Class 1', 'Class 2', 'Class 3', 'Class 4')</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Regardless of the number of categories, all fiber indices categorize fibers from most to least sustainable options</li> <li>○ Alongside their fiber indices, Baum und Pferdgarten, Fjällraven and Nudie Jeans additionally mention the fibers and materials banned.</li> </ul>
<p><b>Materials – Most Popularly Used Fibers</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Sustainable/More Sustainable Fibers:</b></p> <p><b>Recycled Polyester – 17/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Recommended'), Ganni ('Better Option'; GRS certified), Filippa K ('Category 1'), Samsøe Samsøe ('Accepted'; OEKO-TEX certified), Tiger of Sweden ('Category 2'; GRS certified), Stine Goya ('Use Often'), Fjällraven ('Good') and Nudie Jeans ('Class 2')</li> <li>○ <u>Those without a fiber index:</u> COS, House of Dagmar, Rains, Designers Remix (GRS certified), Gestuz, Soulland, Mads Norgaard, Totême and Rodebjer</li> </ul> <p><b>Organic Cotton – 16/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Recommended'), Ganni ('Better Option'; GOTS or OCS certified), Filippa K ('Category 2'), Samsøe Samsøe ('Preferred'; GOTS certified), Tiger of Sweden ('Category 2'; GOTS or OCS certified) and Baum und Pferdgarten ('Favored'; BCI certified)</li> <li>○ <u>Those without a fiber index:</u> COS (BCI certified), House of Dagmar (GOTS certified), Norse Projects, Designers Remix (GOTS or OCS certified), By Malene Birger, Gestuz, Soulland (GOTS certified), Mads Norgaard and Rodebjer</li> </ul> <p><b>Recycled Wool – 16/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Recommended'), Ganni ('Recommended'; GRS certified), Filippa K ('Category 1'), Samsøe Samsøe ('Preferred'; RWS certified), Tiger of Sweden ('Category 1'; GRS certified), Baum und Pferdgarten ('Favored'; RWS certified), Stine Goya ('Use Often'), Fjällraven ('Excellent') and Nudie Jeans ('Class 1')</li> <li>○ <u>Those without a fiber index:</u> COS, House of Dagmar, Designers Remix, Gestuz (RWS certified), Mads Norgaard, Totême and Rodebjer</li> </ul>

	<p><b>Silk – 15/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>‘Good’</i>), Ganni (<i>‘Better Option’</i>), Filippa K (<i>‘Category 2’</i>), Samsøe Samsøe (<i>‘Preferred’; recycled</i>), Tiger of Sweden (<i>‘Category 2’</i>), Baum und Pferdgarten (<i>‘Favored’; recycled</i>), Stine Goya (<i>‘Use Often’</i>) and Nudie Jeans (<i>‘Class 3’</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, House of Dagmar, By Malene Birger, Gestuz, Soulland, Totême and Rodebjer</li> </ul> <p><b>Organic Wool – 14/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>‘Recommended’</i>), Ganni (<i>‘Better Option’; GOTS certified</i>), Filippa K (<i>‘Category 2’</i>), Tiger of Sweden (<i>‘Category 2’</i>), Baum und Pferdgarten (<i>‘Favored’</i>) and Stine Goya (<i>‘Use Often’</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, House of Dagmar, Norse Projects, By Malene Birger, Soulland, Mads Norgaard, Totême and Rodebjer</li> </ul> <p><b>Wool – 14/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>‘Good’; traceable</i>), Ganni (<i>‘Better Option’; RWS certified</i>), Filippa K (<i>‘Category 2’</i>), Tiger of Sweden (<i>‘Category 3’</i>), Baum und Pferdgarten (<i>‘Good’</i>), Stine Goya (<i>‘Use Frequently’</i>) and Fjällraven (<i>‘Good’; traceable or OEKO-TEX certified</i>)</li> <li>○ <u>Those without a fiber index:</u> COS (<i>traceable or RWS certified</i>), House of Dagmar, Norse Projects, By Malene Birger, Gestuz, Totême and Rodebjer</li> </ul> <p><b>Alpaca – 13/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Filippa K (<i>‘Category 1’</i>), Samsøe Samsøe (<i>‘Preferred’</i>), Tiger of Sweden (<i>‘Category 2’</i>), Baum und Pferdgarten (<i>‘Favored’</i>), Stine Goya (<i>‘Use Often’</i>) and Nudie Jeans (<i>‘Class 3’</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Mads Norgaard and Rodebjer</li> </ul> <p><b>Recycled Cotton –12/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>‘Recommended’</i>), Ganni (<i>‘Recommended’; GRS certified</i>), Filippa K (<i>‘Category 1’</i>), Samsøe Samsøe (<i>‘Preferred’; GOTS certified</i>), Tiger of Sweden (<i>‘Category 1’</i>), Baum und Pferdgarten (<i>‘Favored’</i>), Stine Goya (<i>‘Use Often’</i>) and Nudie Jeans (<i>‘Class 1’</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, Designers Remix (<i>GRS certified</i>), By Malene Birger and Mads Norgaard</li> </ul> <p><b>Tencel – 11/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>‘Recommended’; by Lenzing Ecovero</i>), Ganni (<i>‘Recommended’; FSC or EU Eco-Label certified; by Lenzing Ecovero</i>), Filippa K (<i>‘Category 2’; by Lenzing Ecovero</i>), Samsøe Samsøe (<i>‘Preferred’</i>), Tiger of Sweden (<i>‘Category 1’</i>), Stine Goya (<i>‘Use Frequently’</i>), Fjällraven (<i>‘Excellent’</i>) and Nudie Jeans (<i>‘Class 1’</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, House of Dagmar and Designers Remix</li> </ul> <p><b>Ecological Viscose – 11/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>‘Recommended’; by Lenzing Ecovero</i>), Ganni (<i>‘Recommended’; by Lenzing Ecovero</i>), Filippa K (<i>‘Category 1’; by Lenzing Ecovero</i>), Samsøe Samsøe (<i>‘Preferred’; by Lenzing Ecovero</i>), Tiger of Sweden (<i>‘Category 2’; by Lenzing Ecovero</i>), Baum und Pferdgarten (<i>‘Good’; FSC certified</i>) and Stine Goya (<i>‘Use Frequently’; by Lenzing Ecovero</i>)</li> <li>○ <u>Those without a fiber index:</u> COS (<i>by Lenzing Ecovero</i>), House of Dagmar (<i>FSC, GRS certified or by Lenzing Ecovero</i>), Designers Remix (<i>FSC certified, GRR certified or by Lenzing Ecovero</i>) and Gestuz</li> </ul>
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	<p><b>Organic Linen – 10/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>'Recommended'</i>), Ganni (<i>'Recommended'</i>; <i>GOTS certified</i>), Filippa K (<i>'Category 1'</i>), Samsoe Samsoe (<i>'Preferred'</i>), Tiger of Sweden (<i>'Category 2'</i>; <i>GOTS or OCS certified</i>), Baum und Pferdgarten (<i>'Favored'</i>), Stine Goya (<i>'Use Often'</i>) and Nudie Jeans (<i>'Class 2'</i>; <i>GOTS certified</i>)</li> <li>○ <u>Those without a fiber index:</u> Designers Remix and Rodebjer</li> </ul> <p><b>Organic Hemp – 9/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>'Recommended'</i>), Ganni (<i>'Recommended'</i>; <i>GOTS certified</i>), Filippa K (<i>'Category 1'</i>), Samsoe Samsoe (<i>'Preferred'</i>), Tiger of Sweden (<i>'Category 1'</i>; <i>GOTS or OCS certified</i>), Baum und Pferdgarten (<i>'Favored'</i>), Stine Goya (<i>'Use Often'</i>), Fjällraven (<i>'Excellent'</i>) and Nudie Jeans (<i>'Class 2'</i>; <i>GOTS certified</i>)</li> </ul> <p><b>Leather – 9/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Ganni (<i>'Recommended'</i>; <i>recycled</i>), Samsoe Samsoe (<i>'Preferred'</i>; <i>LWG certified</i>) and Baum und Pferdgarten (<i>'Good'</i>; <i>LWG certified</i>)</li> <li>○ <u>Those without a fiber index:</u> COS (<i>responsibly sourced</i>), House of Dagmar (<i>chrome-free</i>), Norse Projects (<i>responsibly sourced</i>), By Malene Birger (<i>responsibly sourced</i>), Gestuz (<i>LWG certified</i>) and Totême (<i>responsibly sourced</i>)</li> </ul> <p><b>Cashmere – 8/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Samsoe Samsoe (<i>'Preferred'</i>; <i>recycled</i>), Tiger of Sweden (<i>'Category 1'</i>; <i>recycled</i>), Baum und Pferdgarten (<i>'Good'</i>; <i>RWS certified</i>) and Stine Goya (<i>'Use Often'</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, House of Dagmar, Designers Remix and Totême</li> </ul> <p><b>Regenerated Nylon/Polyamide – 8/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Ganni (<i>'Recommended'</i>; <i>GRS certified or by Econyl</i>), Filippa K (<i>'Category 1'</i>; <i>by Econyl</i>), Samsoe Samsoe (<i>'Accepted'</i>), Tiger of Sweden (<i>'Category 2'</i>; <i>GRS certified</i>) and Nudie Jeans (<i>'Class 2'</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, Designers Remix (<i>by Econyl</i>) and Mads Norgaard</li> </ul> <p><b>Non-Sustainable/Less Sustainable Fibers:</b></p> <p><b>Cupro Elastane – 15/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>'Discouraged'</i>), Filippa K (<i>'Category 4'</i>), Samsoe Samsoe (<i>'Used With Care'</i>), Tiger of Sweden (<i>'Category 4'</i>), Baum und Pferdgarten (<i>'Problematic'</i>), Stine Goya (<i>'Limit Use'</i>) and Nudie Jeans (<i>'Class 4'</i>)</li> <li>○ <u>Those without a fiber index:</u> COS, House of Dagmar, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Mads Norgaard and Totême</li> </ul> <p><b>Virgin Polyester – 15/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios (<i>'Discouraged'</i>), Ganni (<i>'Avoid'</i>), Filippa K (<i>'Category 3'</i>), Samsoe Samsoe (<i>'Used With Care'</i>), Tiger of Sweden (<i>'Category 4'</i>), Baum und Pferdgarten (<i>'Problematic'</i>), Stine Goya (<i>'Use with Care'</i>) and Nudie Jeans (<i>'Class 4'</i>)</li> <li>○ <u>Those without a fiber index:</u> House of Dagmar, Rains, Norse Projects, By Malene Birger, Gestuz, Soulland (<i>OEKO-TEX certified</i>) and Mads Norgaard</li> </ul>
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	<p><b>Cotton – 13/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Ganni ('Avoid'), Filippa K ('Category 4'), Samsøe Samsøe ('Used With Care'), Tiger of Sweden ('Category 4'), Baum und Pferdgarten ('Problematic'), Fjällraven ('OK') and Nudie Jeans ('Class 4')</li> <li>○ <u>Those without a fiber index:</u> COS, Norse Projects, By Malene Birger, Gestuz, Soulland and Totême</li> </ul> <p><b>Viscose – 11/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Discouraged'), Ganni ('Better Option'; FSC certified), Filippa K ('Category 4'), Samsøe Samsøe ('Used With Care'), Tiger of Sweden K ('Category 4'), Baum und Pferdgarten ('Problematic'), Stine Goya ('Limit Use') and Nudie Jeans ('Class 4')</li> <li>○ <u>Those without a fiber index:</u> By Malene Birger, Mads Norgaard and Totême</li> </ul> <p><b>Conventional Linen – 10/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Good'), Ganni ('Better Option'), Filippa K ('Category 3'), Samsøe Samsøe ('Accepted'), Tiger of Sweden ('Category 3'), Baum und Pferdgarten ('Good'), Stine Goya ('Use with Care') and Nudie Jeans ('Class 4')</li> <li>○ <u>Those without a fiber index:</u> COS and House of Dagmar</li> </ul> <p><b>Conventional Hemp – 7/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Good'), Ganni ('Better Option'), Samsøe Samsøe ('Accepted'), Baum und Pferdgarten ('Good'), Stine Goya ('Use with Care') and Nudie Jeans ('Class 4')</li> <li>○ <u>Those without a fiber index:</u> COS</li> </ul> <p><b>Acetate – 7/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Discouraged'), Filippa K ('Category 4'), Samsøe Samsøe ('Used With Care'), Tiger of Sweden ('Category 4'), Stine Goya ('Limit Use') and Nudie Jeans ('Class 4')</li> <li>○ <u>Those without a fiber index:</u> Totême</li> </ul> <p><b>Nylon – 5/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Nudie Jeans ('Class 4')</li> <li>○ <u>Those without a fiber index:</u> Rains, Norse Projects, Soulland and Rodebjer</li> </ul> <p><b>Rayon – 5/20</b></p> <ul style="list-style-type: none"> <li>○ <u>Those with a fiber index:</u> Acne Studios ('Discouraged'), Filippa K ('Category 4') and Baum und Pferdgarten ('Problematic')</li> <li>○ <u>Those without a fiber index:</u> House of Dagmar and Soulland</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Stine Goya, Rains, House of Dagmar, Designers Remix and Gestuz use PET plastic bottles to generate their recycled polyester</li> <li>○ COS and Mads Norgaard's regenerated polyamide is made from fishing nets</li> <li>○ Fjällraven uses regenerated nylon to produce Bergshell, "a waterproof and extremely durable material" (Fjällraven, 2020)</li> <li>○ Rains has invested in an innovative material with outstanding sustainability properties. 3M Featherless Insulation is now replacing all its natural down</li> </ul>
<p><b>Materials – Publicly Share Fiber Improvements?</b></p>	<p><b>Yes – 2/20:</b></p> <ul style="list-style-type: none"> <li>○ Filippa K: "In 2019, 65% of all our products were made in more sustainable fibers. This is an improvement from 51% in 2018" (Filippa K, 2020)</li> <li>○ Nudie Jeans: "We have increased the use of recycled fibers from under 1% in 2018 to 2.9% in 2019" (Nudie Jeans, 2020)</li> </ul>

<b>Materials – Publicly Share Fiber Objectives?</b>	<p><i>Yes – 12/20</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios and Tiger of Sweden are committed to use 40% and 50% more recycled materials by 2030, respectively</li> <li>○ Filippa K is also willing to increase its share of recycled materials, but did not specify by how much</li> <li>○ COS and Totême want to use only recycled or more sustainable fibers by 2030</li> <li>○ Ganni is committed to increase its share of recycled fabrics certified by the Global Recycled Standard (GRS)</li> <li>○ Samsøe Samsøe's "goal is to use 100% more sustainable materials by 2024" (Samsøe Samsøe, 2020)</li> <li>○ Baum und Pferdgarten is willing to reduce 75% of its PVC by 2020 and entirely remove it from its collections by 2024". The brand also wants to replace virgin polyester and nylon by its recycled counterparts by 2024</li> <li>○ Rains also wants to replace virgin nylon by its recycled counterpart by 2021</li> <li>○ Stine Goya wants to significantly reduce its dependence on Tier 3 and Tier 4 fabrics by 2024/25, thereby producing more than 70% of its collections with Tier 1 and Tier 2 fabrics by 2025</li> <li>○ House of Dagmar wants to ensure 85% of its collections can carry its 'GOOD CHOICE' label by 2020</li> <li>○ By Malene Birger's also wants to ensure 25% of its collections can carry its 'Made with Care' label by 2020 and 30% by 2021</li> </ul>
<b>Materials – Other</b>	<p><i>Yes – 11/20</i></p> <ul style="list-style-type: none"> <li>○ Ganni, Tiger of Sweden, Baum und Pferdgarten, COS, House of Dagmar, By Malene Birger and Mads Norgaard created special green tags to differentiate the garments made from more sustainable materials</li> <li>○ Ganni, Filippa K, Tiger of Sweden, Fjällraven, and Rodebjer's suppliers continuously search for material and fiber innovations, in order to implement these as soon as they are commercially available.</li> <li>○ Ganni, Baum und Pferdgarten, Fjällraven, House of Dagmar and Nudie Jeans are already experimenting with bio-based, vegetable leather alternatives (e.g. pineapple leather)</li> <li>○ By Malene Birger's denim are "Nordic Swan Ecolabel certified, Denmark's most rigorous eco-label standard" (By Malene Birger, 2020)</li> <li>○ Nudie Jeans was "placed in the Leading category in the Textile Exchange Material Change Index" (Nudie Jeans, 2020)</li> </ul>

*Table 9 – Key Resources (Intellectual Resources)*

*\*Data collected manually from each brand's official websites, social media accounts, online magazine/newspaper articles and overall Internet searches*

<b>Protected Brand Elements – Mention Trademarks on Website?</b>	<p><i>Yes – 13/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Stine Goya, Rains, Designers Remix, Gestuz, Soulland, Totême and Rodebjer</li> </ul>
<b>Protected Brand Elements – Mention Copyrights on Website?</b>	<p><i>Yes – 10/20</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, COS, Fjällraven, House of Dagmar, By Malene Birger and Mads Norgaard</li> </ul>
<b>Recognitions – Fashion Awards?</b>	<p><i>Yes – 14/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Filippa K, Samsøe Samsøe, COS, Fjällraven, Rains and Norse Projects</li> </ul>

<b>Which Fashion Awards?</b>	<ul style="list-style-type: none"> <li>○ <b>Elle Magazine ‘Designer of the Year’ Award:</b> Acne Studios, Stine Goya, House of Dagmar and Rodebjer</li> <li>○ <b>Elle Magazine ‘Best Danish Brand’ Award:</b> Ganni</li> <li>○ <b>Elle Magazine ‘Style’ Award:</b> Designers Remix</li> <li>○ <b>Elle Magazine ‘Show of the Year’ Award:</b> Designers Remix – for its “SS18 show, held at the architectural masterpiece Circle Bridge” (Charlotte Eskildsen, n.d.)</li> <li>○ <b>Elle Magazine ‘Brand of the Year’ Award:</b> By Malene Birger</li> <li>○ <b>Elle Magazine ‘Item of the Year’ Award:</b> Mads Norgaard – for its iconic 101 t-shirt</li> <li>○ <b>Cafe Magazine ‘Designer of the Year’ Award:</b> Acne Studios and Tiger of Sweden</li> <li>○ <b>Habit Fashion ‘Designer of the Year’ Award:</b> House of Dagmar and Rodebjer</li> <li>○ <b>Alt for Damerne Magazine ‘Best Design’ Award:</b> Acne Studios, Baum und Pferdgarten, Designers Remix and Gestuz</li> <li>○ <b>Dansk Fashion ‘Brand of the Year’ Award:</b> Baum und Pferdgarten, Designers Remix and By Malene Birger</li> <li>○ <b>Dansk Fashion ‘Designer of the Year’ Award:</b> Soulland</li> <li>○ <b>Guldknappen ‘Designer of the Year’ Award:</b> Totême and Rodebjer</li> <li>○ <b>Graphis ‘Best Danish Designer’ Award:</b> Baum und Pferdgarten</li> <li>○ <b>The Lux ‘Best Denim Brand’ Award:</b> Nudie Jeans</li> </ul>
<b>Recognitions – Sustainability Awards?</b>	<p><b>Yes – 4/20</b></p> <ul style="list-style-type: none"> <li>○ Filippa K, Tiger of Sweden, Fjällraven and Nudie Jeans</li> </ul>
<b>Which Sustainability Awards?</b>	<ul style="list-style-type: none"> <li>○ <b>Elle Magazine ‘Sustainability’ Award:</b> Nudie Jeans</li> <li>○ <b>‘Encouragement for Action’ Award:</b> Filippa K and Nudie Jeans</li> <li>○ <b>Drapers ‘Sustainable Fashion’ Award:</b> Filippa K and Nudie Jeans</li> <li>○ <b>Habit Fashion ‘Supplier of the Year’ Award:</b> Filippa K and Fjällraven</li> <li>○ <b>Habit Fashion ‘Denim Supplier of the Year’ Award:</b> Tiger of Sweden and Nudie Jeans</li> <li>○ <b>Habit Fashion ‘Sustainability of the Year’ Award:</b> Fjällraven and Nudie Jeans</li> <li>○ <b>H&amp;M ‘Conscious’ Award:</b> Filippa K</li> <li>○ <b>NMC ‘Sustainable Leadership’ Award:</b> Nudie Jeans</li> </ul>
<b>Recognitions – Other Awards?</b>	<ul style="list-style-type: none"> <li>○ Acne Studios won "the 2017 Cultural and Creative Industries Export Prize" award (Ministry for Foreign Affairs, 2018)</li> <li>○ Tiger of Sweden and Nudie Jeans won the Habit ‘Fashion Export Brand of the Year’ award</li> <li>○ Fjällraven won the “Outdoor Award in the Innovative Material category” (Fitzsimmons, 2018)</li> <li>○ Nudie Jeans won the Fair Wear Foundation ‘Best Practice’ award, for their living wages improvements</li> </ul>

Table 10 – Key Resources (Human Resources)

\*Data collected manually from each brand’s official websites, LinkedIn and other job listing platforms

<p><b>Number of Employees:</b></p> <p>(data collected from each brand’s official LinkedIn accounts)</p>	<p><b>10-25 Employees – 3/20</b></p> <ul style="list-style-type: none"> <li>○ Gestuz (17)</li> <li>○ Soulland (14)</li> <li>○ Designers Remix (24)</li> </ul> <p><b>35-55 Employees – 5/20</b></p> <ul style="list-style-type: none"> <li>○ House of Dagmar (38)</li> <li>○ Stine Goya (41)</li> </ul>
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	<ul style="list-style-type: none"> <li>○ Rodebjer (48)</li> <li>○ Totême (53)</li> <li>○ Mads Norgaard (55)</li> </ul> <p><b>56-110 Employees – 3/20</b></p> <ul style="list-style-type: none"> <li>○ Norse Projects (61)</li> <li>○ Baum und Pferdgarten (66)</li> <li>○ Rains (105)</li> </ul> <p><b>150-170 Employees – 3/20</b></p> <ul style="list-style-type: none"> <li>○ By Malene Birger (158)</li> <li>○ Fjällraven (160)</li> <li>○ Nudie Jeans (162)</li> </ul> <p><b>195-355 Employees – 4/20</b></p> <ul style="list-style-type: none"> <li>○ Ganni (196)</li> <li>○ Fillipa K (241)</li> <li>○ Samsøe Samsøe (330)</li> <li>○ Tiger of Sweden (354)</li> </ul> <p><b>&gt;500 Employees – 1/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios (668)</li> </ul> <p><b>&gt;3,000 Employees – 1/20</b></p> <ul style="list-style-type: none"> <li>○ COS (3,283)</li> </ul>
<p><b>Job-Listing Platforms:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>LinkedIn – 20/20</b></p> <p><b>BoF – 12/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Filippa K, Samsøe Samsøe , Tiger of Sweden, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, Norse Projects, By Malene Birger and Totême</li> </ul> <p><b>Indeed – 12/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Filippa K, Samsøe Samsøe, Tiger of Sweden, COS, Fjällraven, House of Dagmar, Rains , Norse Projects, By Malene Birger, Totême and Nudie Jeans</li> </ul> <p><b>Glassdoor – 11/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, House of Dagmar, By Malene Birger, Gestuz , Totême, Rodebjer and Nudie Jeans</li> </ul> <p><b>Job Index – 10/20</b></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Rains, Designers Remix, By Malene Birger, Gestuz, Soulland and Mads Norgaard</li> </ul> <p><b>Career DP – 6/20</b></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe, House of Dagmar, Norse Projects, By Malene Birger, Totême and Rodebjer</li> </ul> <p><b>Graduateland – 5/20</b></p> <ul style="list-style-type: none"> <li>○ Ganni, Baum und Pferdgarten, Stine Goya, By Malene Birger and Gestuz</li> </ul> <p><b>The Dots – 3/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni and COS</li> </ul>

	<p><i><b>Fashion United – 2/20</b></i></p> <ul style="list-style-type: none"> <li>○ Tiger of Sweden and Nudie Jeans</li> </ul> <p><i><b>Fashion Forum – 2/20</b></i></p> <ul style="list-style-type: none"> <li>○ Tiger of Sweden and Stine Goya</li> </ul> <p><i><b>Drapers Fashion – 2/20</b></i></p> <ul style="list-style-type: none"> <li>○ COS and Nudie Jeans</li> </ul> <p><i><b>Career Land – 2/20</b></i></p> <ul style="list-style-type: none"> <li>○ Norse Projects and Designers Remix</li> </ul> <p><i><b>Other – 10/20</b></i></p> <ul style="list-style-type: none"> <li>○ <b>SCM Portal:</b> Acne Studios</li> <li>○ <b>Randstad:</b> Acne Studios</li> <li>○ <b>beBee:</b> Ganni</li> <li>○ <b>Simon Careers:</b> Ganni</li> <li>○ <b>MNC Jobs:</b> Ganni</li> <li>○ <b>App Hired:</b> Filippa K</li> <li>○ <b>Grab Jobs:</b> Filippa K</li> <li>○ <b>Laimoon:</b> Filippa K</li> <li>○ <b>Job Bank:</b> Samsøe Samsøe</li> <li>○ <b>Fashion Workie:</b> COS</li> <li>○ <b>Neuvoo:</b> COS</li> <li>○ <b>De Zeen Jobs:</b> COS</li> <li>○ <b>H&amp;M Group:</b> COS</li> <li>○ <b>Fenix Outdoor International Group:</b> Fjällraven</li> <li>○ <b>Jooble:</b> Designers Remix</li> <li>○ <b>The Hub:</b> Soulland</li> <li>○ <b>Job Danmark:</b> Mads Norgaard</li> </ul>
Have a ‘Career Section’ on their Websites?	<p><i><b>Yes – 19/20</b></i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Soulland</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Stine Goya has a career section, but it is empty</li> </ul>
Include Detailed Descriptions of Job Vacancies on their Websites?	<p><i><b>Yes – 13/19</b></i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, House of Dagmar, Norse Projects, By Malene Birger, Gestuz, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> </ul>
Include Direct Links to Apply to Job Positions on their Websites?	<p><i><b>Yes – 9/19</b></i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, By Malene Birger, Gestuz, Mads Norgaard, Totême and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Stine Goya’s career section does not contain any information regarding current job positions available, nor direct links to apply to these. If candidates enter their career section, they are redirected to the 3<sup>rd</sup>-party platform of Fashion Forum. Here, they can view all job vacancies currently open and a description for each. Nonetheless, Fashion Forum does not provide direct linkages to apply to these. Candidates need to send an e-mail to Stine Goya. Hence, the application process is very complex, confusing (going back and forth across different platforms) and time-consuming</li> <li>○ Baum und Pferdgarten, House of Dagmar, Designers Remix, Norse Projects and Rodebjer include a contact e-mail instead</li> <li>○ Fjällraven redirects candidates to Fenix Outdoor International (its parent company), for them to complete the entire application process from here</li> <li>○ Rains redirects candidates to its official LinkedIn account, for them to complete the entire application process from here</li> </ul>



<b>Employee Trainings?</b>	<b>Yes – 7/20</b> <ul style="list-style-type: none"> <li>Acne Studios, Ganni, Filippa K, Samsøe Samsøe, COS, Gestuz and Nudie Jeans</li> </ul>
<b>Types of Employee Trainings:</b>	<ul style="list-style-type: none"> <li>Acne Studios offers a Leadership Program “for employees in leadership positions or employees with potential to become a leader” (Acne Studios, 2020) (very inclusive; not solely imparted to those in leadership positions)</li> <li>Filippa K, Samsøe Samsøe, COS and Nudie Jeans also offer leadership programs, but only for their managers</li> <li>Ganni offers “unconscious bias (...) and anti-racism” trainings (Ganni, 2020)</li> <li>Nudie Jeans offers anti-harassment trainings</li> <li>At Filippa K, all new employees must go through a 3-day workshop before starting with their current positions</li> <li>Samsøe Samsøe “support(s) employees who engage in own planned vocational training activities”(Samsøe Samsøe, 2020)</li> <li>Gestuz offers mentorship programs to ensure employees are “continually developing themselves intellectually, mentally and even physically” (Gestuz, 2020)</li> </ul>

**Table 11 – Key Activities (Design & Production)**

*\*Data collected manually from each brand's official websites, social media accounts, online magazine/newspaper articles and overall Internet searches*

<b>Design In-House?</b>	<b>Yes – 20/20</b>
<b>Number of Collections Per Year</b>  <i>(excluding capsule/limited-edition collections)</i>	<p><b>2 Seasonal Collections – Fall/Winter (FW) &amp; Spring/Summer (SS) – 13/20</b></p> <ul style="list-style-type: none"> <li>Acne Studios, Filippa K, Tiger of Sweden, Baum und Pferdgarten, COS, Fjällräven, House of Dagmar, Rains, Norse Projects, Designers Remix, Soulland, Mads Norgaard and Totême</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>For each collection, Fjällräven tends to reintroduce items from previous collections, but with an innovative twist (improving old models mainly in functional terms and slightly in aesthetic terms)</li> <li>Totême does something similar to Fjällräven. The brand reviews designs from previous collections and designs new collections that “complement (...) rather than reinvent the wardrobe” (Totême, 2020). This not only ensures consistency in terms of aesthetics, but also fosters sustainability</li> <li>In every seasonal collection, Rains launches 2 special series denominated “the <i>Glacial Outerwear</i> series” and the ‘<i>Puffers</i>’ series (these are not exclusives, as they are available throughout the entire season) (Rains, 2020)</li> </ul> <p><b>4 Seasonal Collections – Pre FW, FW, Pre SS &amp; SS – 7/20</b></p> <ul style="list-style-type: none"> <li>Ganni, Samsøe Samsøe, Stine Goya, By Malene Birger, Gestuz, Rodebjer and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>In 2019, House of Dagmar made an exception and additionally launched a Pre Fall/Winter collection, in order to raise awareness about its new ‘GOOD CHOICE’ label (Borrelli-Persson, 2019)</li> </ul> <p><b>Permanent Collections (Available Year-Round, Season after Season) – 7/20</b></p> <ul style="list-style-type: none"> <li>Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Norse Projects, By Malene Birger, Gestuz and Soulland</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>As a recall, Norse Projects offers both, womenswear and menswear, but its permanent collection is solely available for men</li> <li>Soulland has 3 permanent collections: Logic, containing very basic and minimalist items; Peanuts, including items with graphics from the Peanuts cartoons; and Playboy,</li> </ul>

	including items with graphics from the “vintage Playboy magazine covers” (Soulland, 2020)
<b>Limited-Edition/Capsule Collections Launched by Themselves?</b>  <i>(No partners involved)</i>	<p><b>Yes – 19/20</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Samsøe Samsøe (<i>only launched limited-edition/capsule collections in collaboration with other brands</i>)</li> </ul> <p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>○ "Acne Studios (...) released a rather ‘interesting’ new capsule collection with unique prints inspired by emojis" (Jones, n.d.)</li> <li>○ To celebrate the opening of its first flagship store in the US, Ganni launched a capsule collection made from leftover fabrics and materials</li> <li>○ Stine Goya, Designers Remix and By Malene Birger also launched a sustainable limited-edition collection</li> <li>○ "Filippa K (launched) a limited edition collection of sunglasses (with) a retro design, fusing a cat eye shape with a bold and minimal frame" (Elverfeldt, 2013)</li> <li>○ Tiger of Sweden launched a shirt capsule collection inspired by Chinese architecture</li> <li>○ COS launched a capsule collection inspired by Agnes Martin’s artwork</li> <li>○ Baum und Pferdgarten launched a capsule collection to celebrate Earth Day</li> <li>○ Gestuz launched a capsule collection to celebrate ‘Woman on the Move’ initiative</li> <li>○ Fjällraven launched a “special edition Kånken made entirely from polyester recycled from plastic bottles” (Fjällraven, 2020)</li> <li>○ House of Dagmar and Rodebjer launched a limited-edition collection paying tribute to its 10<sup>th</sup> and 1<sup>st</sup> anniversary, respectively</li> <li>○ Rains launched a capsule collection of transparent raincoats</li> <li>○ Norse Projects launched a swimwear capsule collection in pastel colors</li> <li>○ Soulland launched a limited-edition collection “with prints archived from German flower encyclopedia, Freiland-Stauden from 1913” (Soulland, 2020)</li> <li>○ Mads Norgaard designed a special limited-edition collection for the Roskilde Music Festival</li> <li>○ Totême launched a ‘faux fur’ bag capsule collection</li> <li>○ Nudie Jeans launched a capsule collection paying tribute to Chinese New Year</li> </ul>
<b>Production In-House?</b>	<b>No – 20/20</b>
<b>Countries of Production</b>  <i>(Rank-ordered from most to least popular)</i>	<p><b>Asia – 16/20</b></p> <ul style="list-style-type: none"> <li>○ <b>China:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Fjällraven, Rains, Norse Projects, Designers Remix, Gestuz, Soulland, Mads Norgaard, Totême and Rodebjer</li> <li>○ <b>India:</b> Ganni, Filippa K, Samsøe Samsøe, Gestuz, Mads Norgaard, Rodebjer and Nudie Jeans</li> <li>○ <b>South Korea:</b> Acne Studios and Fjällraven</li> <li>○ <b>Vietnam:</b> Fjällraven and Norse Projects</li> <li>○ <b>Pakistan:</b> Gestuz and Mads Norgaard</li> <li>○ <b>Indonesia:</b> Baum und Pferdgarten</li> <li>○ COS (did not specify which Asian countries)</li> </ul> <p><b>Europe – 14/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Italy:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, House of Dagmar, Norse Projects, Designers Remix, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Portugal:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Norse Projects, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Lithuania:</b> Acne Studios, Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Totême, Rodebjer and Nudie Jeans</li> <li>○ <b>Romania:</b> Acne Studios, Ganni, Filippa K, Tiger of Sweden and Designers Remix</li> <li>○ <b>Bulgaria:</b> Acne Studios, Baum und Pferdgarten, Norse Projects and Mads Norgaard</li> <li>○ <b>Poland:</b> Acne Studios, Samsøe Samsøe and Nudie Jeans</li> <li>○ <b>France:</b> House of Dagmar and Soulland</li> <li>○ <b>Scotland:</b> Norse Projects and Mads Norgaard</li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>Estonia:</b> Filippa K and Designers Remix</li> <li>○ <b>Sweden:</b> House of Dagmar and Nudie Jeans</li> <li>○ <b>Other:</b> Ganni (<i>Spain</i>), Samsoe Samsoe (<i>Latvia and Macedonia</i>), Baum und Pferdgarten (<i>Netherlands</i>), Mads Norgaard (<i>Denmark and Greece</i>)</li> <li>○ COS (did not specify which European countries)</li> </ul> <p><i>Middle East – 10/20</i></p> <ul style="list-style-type: none"> <li>○ <b>Turkey:</b> Acne Studios, Filippa K, Samsoe Samsoe, Baum und Pferdgarten, Designers Remix, Gestuz, Soulland, Mads Norgaard, Totême and Nudie Jeans</li> </ul> <p><i>Africa – 3/20</i></p> <ul style="list-style-type: none"> <li>○ <b>Morocco:</b> Acne Studios and Filippa K</li> <li>○ <b>Tunisia:</b> Nudie Jeans</li> </ul> <p><i>South America – 2/20</i></p> <ul style="list-style-type: none"> <li>○ <b>Peru:</b> Norse Projects and Rodebjer</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Tiger of Sweden and House of Dagmar claim that most of their production takes place in Europe, but only reveal 2 of their production locations</li> <li>○ COS solely claims that all of its production takes place in Asia and Europe</li> <li>○ Stine Goya and By Malene Birger do not specify any of their production locations</li> </ul>
<b>Have a Restricted Chemical Substances List (RCS)?</b>	<p><i>Yes – 11/20</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Filippa K, Samsoe Samsoe, Tiger of Sweden, Stine Goya, COS, Fjällraven, Designers Remix, By Malene Birger, Gestuz and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Designers Remix, By Malene Birger, Gestuz and Nudie Jeans have implemented assessment centers that randomly test products, in order to determine whether they rigorously comply with their chemical standards</li> <li>○ Gestuz also offers supplier trainings and seminars on effective chemical management</li> <li>○ Despite not having a RCS list, Ganni is always seeking for less harmful chemical alternatives to minimize environmental damage</li> <li>○ Despite not having a RCS list, Baum und Pferdgarten selects suppliers that “comply with the chemical restrictions set by OEKO-TEX Standard 100 as a minimum” (Baum und Pferdgarten, 2020)</li> <li>○ Despite not having a RCS list, House of Dagmar uses natural dyes to forgo the use of harmful chemicals</li> <li>○ Despite not having a RCS list, Rains does not use any “hazardous chemicals such as perfluorinated compounds (PFCs) or phthalates (PVC)” (Rains, 2020)</li> <li>○ Despite not having a RCS list, Norse Projects works with a supplier that has in place innovative production processes, in order to produce rivets and buttons without using harmful chemicals</li> <li>○ Despite not having a RCS list, Rodebjer collaborates with “external test laboratory Intertek”, to ensure all garments comply with REACH chemical standards before they are released for sale</li> </ul>
<b>Compliance with Chemical Legislations?</b>	<p><i>Yes – 11/20</i></p> <ul style="list-style-type: none"> <li>○ <u>Those with a RCS List:</u> Filippa K, Samsoe Samsoe, Tiger of Sweden, Stine Goya, Designers Remix, By Malene Birger, Gestuz and Nudie Jeans</li> <li>○ <u>Those without a RCS List:</u> Baum und Pferdgarten, Rains and Rodebjer</li> </ul> <p><i>Which Chemical Legislations?</i></p> <ul style="list-style-type: none"> <li>○ <b>REACH regulation:</b> Samsoe Samsoe, Tiger of Sweden, Stine Goya, Designers Remix, By Malene Birger, Gestuz and Nudie Jeans</li> <li>○ <b>Chemical Group Guidelines:</b> Filippa K</li> </ul>

<p><b>Implemented any Traceability Initiatives?</b></p>	<p><i>Yes – 17/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Rains, Mads Norgaard and Rodebjer</li> </ul>
<p><b>Types of Traceability Initiatives &amp; Objectives:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><i>Fibers/Fabrics traceability to farm-level – 13/20:</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios (for mohair)</li> <li>○ COS (for wool)</li> <li>○ Fjällraven (for wool and down)</li> <li>○ Norse Projects (for alpaca)</li> <li>○ Ganni, Samsøe Samsøe, Tiger of Sweden, House of Dagmar Designers Remix, Soulland and Nudie Jeans (for cotton – GOTS)</li> <li>○ By Malene Birger and Totême request a certificate of origin for all fibers and materials derived from animals</li> </ul> <p><i>Willing to improve traceability for specific fibers/fabrics?</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios is trying to improve traceability for products containing wool, alpaca and cashmere</li> <li>○ Fjällraven is trying to improve traceability for products containing wool</li> <li>○ Nudie Jeans is trying to improve traceability for products containing wool, alpaca, polyamide and viscose</li> </ul> <p><i>Supplier traceability – 4/20:</i></p> <ul style="list-style-type: none"> <li>○ Ganni provides 100% traceability for its Tier 1 suppliers</li> <li>○ Filippa K, Mads Norgaard and Nudie Jeans publish a list with all the names of their suppliers and sub-contractors</li> </ul> <p><i>Willing to improve supplier traceability?</i></p> <ul style="list-style-type: none"> <li>○ Ganni wants to attain 100% traceability for its Tier 2 and 3 suppliers by 2021</li> <li>○ Samsøe Samsøe wants to attain 100% traceability for its Tier 1-3 suppliers by 2020</li> <li>○ Tiger of Sweden wants to attain 100% traceability for its Tier 1 and 2 suppliers by 2020</li> <li>○ Baum und Pferdgarten wants to attain 100% traceability for its Tier 1 and 2 suppliers by 2025</li> </ul> <p><i>Other – 2/20:</i></p> <ul style="list-style-type: none"> <li>○ Ganni has its own traceability department</li> <li>○ Nudie Jeans developed an interactive and innovative tool displaying their supply chain digitally; it is updated every season and contains information on “audit procedures, materials, transportation, audit summaries and general supplier information” (Nudie Jeans, 2020). Currently, this initiative is solely available for each product category (e.g. jeans, shirts, jackets) and not for each specific product</li> </ul>
<p><b>Is Supply Chain Traceability Visible for Every Product?</b></p>	<p><i>Yes – 1/20</i></p> <ul style="list-style-type: none"> <li>○ For each clothing item, Norse Projects shares the country of production, the name of the supplier, the fabrics and materials used, the fabrics origin, the country of production and occasionally, the production/manufacturing techniques used</li> </ul> <p><i>Partially – 4/20</i></p> <ul style="list-style-type: none"> <li>○ For each clothing item, Filippa K shares the factory name, the factory location, the name of the supplier and the last audit</li> <li>○ For each clothing item, Baum und Pferdgarten shares the following information: country of production, factory name, factory location and partner since year X</li> <li>○ For each clothing item, Designers Remix shares the name of the supplier, the factory name and the factory location</li> </ul>

	<ul style="list-style-type: none"> <li>○ For each clothing item, Nudie Jeans shares the country of production, the name of the supplier, the factory name and the factory location</li> </ul> <p><i>Almost Null – 2/20</i></p> <ul style="list-style-type: none"> <li>○ For each clothing item, Soulland only includes the city and country of origin where the garment was manufactured</li> <li>○ For each clothing item, Totême includes the country where the garment was manufactured and the name of the supplier</li> </ul> <p><i>No – 13/20</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Stine Goya, COS, Fjällräven, House of Dagmar, Rains, By Malene Birger, Gestuz, Mads Norgaard and Rodebjer</li> </ul>
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**Table 12 – Key Activities (Sustainability)**

*\*Data collected manually from each brand's official websites*

<b>Implemented any Carbon Footprint Reduction Initiatives?</b>	<p><i>Yes – 17/20</i></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Tiger of Sweden, By Malene Birger and Totême</li> </ul>
<b>Types of Carbon Footprint Reduction Initiatives?</b>  <i>(rank-ordered from most to least popular)</i>	<p><i>Carbon taxes/Carbon-offsetting projects – 5/20:</i></p> <ul style="list-style-type: none"> <li>○ Ganni self-imposes carbon taxes, in order to ‘punish’ itself for the environmental damages caused</li> <li>○ Nudie Jeans participates in Avisera’s ÅterBära program, donating money to replant trees and compensate for its carbon footprint</li> <li>○ Fjällräven and Mads Norgaard support projects that have been acknowledged by the Gold Standard, in order to compensate for their CO2 emissions</li> <li>○ Designers Remix also participates in carbon-offsetting projects. Also, customers can find how many kg of CO2 have been offset, by clicking on any specific clothing item on their website</li> </ul> <p><i>Complying with climate-neutral pledges – 3/20:</i></p> <ul style="list-style-type: none"> <li>○ Acne Studios with Paris Agreement</li> <li>○ Samsøe Samsøe with Greenhouse Gas (GHG) Protocol</li> <li>○ Baum und Pferdgarten with the Rio Declaration on Environment and Development</li> </ul> <p><i>Restrain from using/minimize air freight – 3/20:</i></p> <ul style="list-style-type: none"> <li>○ Rains significantly reduced air freight by strategically opening distribution centers in key markets</li> <li>○ Rodebjer and Nudie Jeans have a “no-air policy” (Rodebjer, 2020)</li> </ul> <p><i>Other – 2/20:</i></p> <ul style="list-style-type: none"> <li>○ Filippa K’s Swedish Wool initiative is aimed at sourcing wool “from more local farms” (Filippa K, 2020). The brand plans to increase the share of Swedish wool in its upcoming collections, in order to reduce its carbon footprint.</li> <li>○ Norse Projects works with a supplier that has in place innovative production processes, in order to produce rivets and buttons with minimal CO2 emissions</li> </ul>
<b>Mention Carbon Footprint Reduction Improvements on Website?</b>	<p><i>Yes – 1/20</i></p> <ul style="list-style-type: none"> <li>○ Filippa K</li> </ul>

<b>Mention Carbon Footprint Reduction Objectives on Website?</b>	<p><b>Yes – 7/20:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios and Ganni want to reduce 30% of their CO2 emissions by 2030 and have no emissions by 2050</li> <li>○ Fjällraven wants to reduce 25% of its CO2 emissions by 2020</li> <li>○ Tiger of Sweden, Fjällraven and Totême want to entirely offset their CO2 emissions by 2025 <i>(for Tiger of Sweden and Totême, this is questionable, as they do not publish their carbon footprint reduction initiatives on their website)</i></li> <li>○ COS is willing to entirely offset its CO2 emissions by 2040</li> <li>○ House of Dagmar is willing to decrease its “GHG-emissions beyond the warming target of 1.5°C” (House of Dagmar, 2020), but did not specify a year to accomplish this</li> </ul>
<b>Use Renewable Energy?</b>	<p><b>Yes – 9/20:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios uses 45% renewable energy to power its offices and stores. Same for Samsøe Samsøe, Baum und Pferdgarten and Stine Goya, but these brands did not share the exact % of renewable energy being used</li> <li>○ Ganni uses 100% renewable energy to power its stores (70% of this energy is derived from windmills)</li> <li>○ Filippa K also use renewable energy to power its stores, but do not share the exact %</li> <li>○ Tiger of Sweden uses 100% renewable energy to power its headquarters</li> <li>○ All of Rains’ and Nudie Jeans’ stores “are lit using LED lighting. LED lights use 75% less energy than tradition bulbs, and last more than 25 times longer” (Rains, 2020)</li> <li>○ 163 940 kWh of Nudie Jeans’ electricity comes from renewable energy <i>(it would be easier if this would be expressed in % terms, in order for consumers to understand whether this is a large or a small amount)</i></li> </ul>
<b>Have an Overall Garment Care Guide?</b>  <i>(A garment care guide provides overall instructions on how to wash and take care of certain fabrics and materials)</i>	<p><b>Yes – 9/20:</b></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, COS, Fjällraven, House of Dagmar, Rains and Designers Remix</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Fjällraven even has an overall care guide for its gear equipment</li> <li>○ Acne Studios does not have an overall garment care guide, but at least mentions some garment care instructions on its sustainability report</li> </ul>
<b>Offer Garment Care Instructions Specific for Each Product?</b>	<p><b>Yes – 16/20:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Acne Studios, Rains, Norse Projects, Soulland, Mads Norgaard and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe and Baum und Pferdgarten only provide graphical care instructions. These might be difficult to understand if customers do not read their garment care guide</li> <li>○ Even worse, Gestuz also provides graphical care instructions, but does not have an overall garment care guide to which customers can refer too</li> <li>○ Stine Goya, COS, House of Dagmar, Designers Remix, By Malene Birger, Mads Norgaard, Totême and Rodebjer only offer 1 care instruction per garment (very limited scope)</li> </ul>
<b>Circularity 4 R’s – Repair:</b>	<p><b>Yes – 7/20:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Filippa K, Tiger of Sweden, Stine Goya, Fjällraven, House of Dagmar and Nudie Jeans</li> </ul> <p><b>Types of Repair Services:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Filippa K and Tiger of Sweden do not offer in-store repair services, but “cooperate with local tailors (...) to repair simple production faults” (Acne Studios, 2020)</li> </ul>



	<ul style="list-style-type: none"> <li>○ In addition to repair services in-store, Fjällraven, House of Dagmar and Nudie Jeans also sell repair kits in case customers want to mend their damaged products by themselves</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Stine Goya and Nudie Jeans offer free repairs, as an incentive for customers to repair their old items before purchasing new ones</li> <li>○ Nudie Jeans launched a travelling “mobile repair station” (Nudie Jeans, 2020), in order to make denim repair even more convenient for customers</li> <li>○ Baum und Pferdgarten and Mads Norgaard offered repair services in-store, but only temporarily (repair pop-up workshops)</li> </ul>
<p><b>Circularity 4 R’s – Reuse:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 15/20:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Samsøe Samsøe, Fjällraven, House of Dagmar, Gestuz and Totême</li> </ul> <p><b>Types of Reuse Practices:</b></p> <ul style="list-style-type: none"> <li>○ <b>Sending excess fabrics back to suppliers, in order for them to use these instead of purchasing new fabrics:</b> Acne Studios, Filippa K, Tiger of Sweden, Stine Goya, COS, Rains, Norse Projects, Designers Remix, By Malene Birger, Soulland and Rodebjer</li> <li>○ <b>Collecting old, unwanted items from customers, in order to send these back to suppliers for repurposing:</b> Filippa K, Designers Remix, Norse Projects and Nudie Jeans</li> <li>○ <b>Establishing second-hand stores selling previously worn items:</b> Filippa K</li> <li>○ <b>Donating excess fabric samples to design schools for reuse:</b> Acne Studios</li> <li>○ <b>Donating damaged fabrics to textile collection centers for upcycling:</b> Baum und Pferdgarten</li> <li>○ <b>Using reusable packaging:</b> Mads Norgaard</li> </ul>
<p><b>Circularity 4 R’s – Recycle:</b></p> <p><i>(Only includes additional recycling activities past the raw material stage: rank-ordered from most to least popular)</i></p>	<p><b>Yes – 11/20:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Ganni, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, COS, Rains, By Malene Birger, Soulland, Rodebjer and Nudie Jeans</li> </ul> <p><b>Types of Recycling Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ <b>Recycled shopping bags:</b> Acne Studios, Samsøe Samsøe, Baum und Pferdgarten, Rains, Soulland and Rodebjer</li> <li>○ <b>Recycled packaging:</b> Ganni, By Malene Birger and Nudie Jeans</li> <li>○ <b>Recycled care labels:</b> Baum und Pferdgarten and Soulland</li> <li>○ <b>Recycled hangtags:</b> Baum und Pferdgarten and Soulland</li> <li>○ <b>Recycled shoe boxes:</b> Tiger of Sweden</li> </ul>
<p><b>Circularity 4 R’s – Reduce:</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 20/20:</b></p> <p><b>Types of Reduce Activities:</b></p> <ul style="list-style-type: none"> <li>○ <b>Implemented policies against burning unsold clothes, to minimize landfill waste and environmental degradation:</b> All SCF brands</li> <li>○ <b>Creating designs that require few fibers and materials for the assembly process, in order to reduce the amount of resources used and facilitate future recycling:</b> Filippa K, Samsøe Samsøe, Baum und Pferdgarten, Fjällraven and Nudie Jeans</li> <li>○ <b>Designing smaller collections (with fewer styles), in order to reduce the amount of resources used during production:</b> Stine Goya, Designers Remix and Totême</li> <li>○ <b>Other:</b> Rains established a “paperless receipt system” (Rains, 2020) in its stores, to reduce the amount of paper used; Nudie Jeans sells the “Guppy Friend washing bag which captures the (microplastic)</li> </ul>



	fibers inside the bag, instead of flushing them out into the sewage systems" (Nudie Jeans, 2020)
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**Table 13 – Key Activities (Marketing & Communications – M&C)**

*\*Data collected manually from each brand's official websites, social media accounts, online magazines/newspaper articles and overall Internet searches*

<b>Online M&amp;C – Have a Newsletter Subscription?</b>	<p><b>Yes – 18/20:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Tiger of Sweden and By Malene Birger</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Tiger of Sweden and By Malene Birger offer a membership program instead. These programs offer more benefits in comparison to the newsletter (e.g. free shipping, access to pre-sale events, exclusive offers)</li> <li>○ Nudie Jeans offers both, a newsletter subscription and a membership program</li> </ul>
<b>Online &amp; Offline M&amp;C – Limited-Edition/Capsule Collection Launches?</b>  <i>(These include limited editions launched by brands themselves, or in collaboration with other brands. Available only for a short-time frame)</i>	<p><b>Yes – 20/20</b></p> <p><b>*Note:</b>  <i>Designers Remix, Gestuz and Soulland do not have their own flagship stores. Hence, all in-store limited-edition/capsule collection launches took place in their stores within department stores or shopping malls</i></p> <p><b>Examples:</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <p>(Ganni)</p> </div> <div style="text-align: center;">  <p>(Totême)</p> </div> <div style="text-align: center;">  <p>(Filippa K)</p> </div> </div>
<b>Online &amp; Offline M&amp;C – Promotions?</b>  <i>(These offers are only available for a short-time frame, in order to attract a larger number of customers and foster impulsive purchasing behaviors)</i>	<p><b>Yes – 20/20</b></p> <p><b>*Note:</b>  <i>Designers Remix, Gestuz and Soulland do not have their own flagship stores. Hence, all in-store promotions took place in their stores within department stores or shopping malls</i></p> <p><b>Examples:</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <p>(Designers Remix)</p> </div> <div style="text-align: center;">  <p>(Mads Norgaard)</p> </div> </div>



<p><b>Online M&amp;C – Digital Campaign Look Books?</b></p> <p><i>(Digital campaign look-books comprise a curated selection of high-quality images that brands share on their official websites and social media accounts, in order for customers to have access to a professional, in-depth and close-up view of their latest collections. Each digital campaign look-book has a small description attached to it, justifying the setting of the photoshoot and the designer's inspirational sources)</i></p>	<p><b>Yes – 20/20</b></p> <div data-bbox="547 291 810 692">  </div> <p><i>(Stine Goya)</i></p> <div data-bbox="821 291 1203 692">  </div> <p><i>(Norse Projects)</i></p>
<p><b>Other Online M&amp;C Content on Websites?</b></p>	<p><b>Online Journal – 12/20:</b></p> <ul style="list-style-type: none"> <li>○ Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Stine Goya, COS, Fjällräven, House of Dagmar, Rains, Norse Projects, Mads Norgaard and Nudie Jeans</li> </ul> <p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>○ Ganni has a ‘Ganni Talks’ section on its website, where Ganni founders call their friends all around the world (e.g. journalists, actresses, models, activists, artists), in order to have a conversation with them (Ganni, 2020)</li> <li>○ Filippa K has a section on its website called ‘What We Wear’ where Filippa K gives voice to its employees: what are their favorite Filippa K outfits and how do they feel when wearing Filippa K garments</li> <li>○ Samsøe Samsøe has a ‘Curated’ section on its website including editorials, runway shows, behind-the-scenes runway shows, personal stories of photographers, artists, entrepreneurs, etc. and top styles where “friends of the Samsøe Samsøe house pick their collection favorites” (Samsøe Samsøe, 2020)</li> <li>○ Tiger of Sweden has a section on its website called <i>Modern Movement</i> that acts as an “inspirational space for starting conversations. We invite personalities who in different ways represent open-minded, critical and participatory ways of pushing societal and cultural progress through creative work” (Tiger of Sweden, 2020)</li> <li>○ Stine Goya has an ‘Online Journal’ on its website including editorials (e.g. launch of the Goya tracksuit, celebrities wearing Stine Goya) (Stine Goya, 2020)</li> <li>○ COS also has an ‘Online Journal’ on its website where customers can stay up-to-date with COS’ latest activities (e.g. podcast series, sustainability interviews with industry experts COS staff, artists, ballet dancers, etc.) (COS, 2020)</li> <li>○ Fjällräven has a section on its website called ‘Our Adventures’ where customers can keep track of their expeditions/adventures all around the world, and also check out their personalized travel guides</li> <li>○ House of Dagmar has a section on its website called ‘Dagmar World’, where customers have access to articles highlighting the benefits of animal-friendly furs, interviews with actresses, activists, etc., backstage edits) (House of Dagmar, 2020)</li> <li>○ Norse Projects also has an ‘Online Journal’, where customers can get access to Norse Projects’ latest activities (e.g. recent collaborations/partnerships, articles related to flagship store launches, interviews with industry experts, athletes, designers, artists, etc.)</li> <li>○ Mads Norgaard has a section on its website called ‘News’, where customers can get information regarding the brand’s collaborations, sustainability initiatives, physical events, interviews with designers, artists, musicians etc., personal travel guides and food guides</li> <li>○ Nudie Jeans has a section called ‘World of Nudie Jeans’, containing a plethora of different content (e.g. articles with artists, musicians, photographers, journalists, etc., new Nudie Jeans repair store opening events). The brand even includes a ‘Denimopedia’, containing all sorts of information regarding denim (e.g. how to wash a pair of dry jeans, explanations on new fits) (Nudie Jeans, 2020)</li> </ul>

	<p><b>Some Visual Examples:</b></p>  <p><b>Local Heroes — The Denim Store, Singapore</b> With some of the best denim brands sourced from around the globe coupled</p> <p><b>Fall 2020 — Someplace, Anywhere.</b> Nudie Jeans presents Fall 2020 — Someplace, Anywhere. This season has</p> <p><b>Nudie Jeans Rundle St. now open</b> Dear Adelaide, we are extremely proud to announce that we have officially made it</p> <p><b>Local Heroes — Union, Newcastle</b> Geoff and Doug have been serving Newcastle's fashion familiar since 1987.</p> <p><b>New Fit: Gritty Jackson</b> Gritty Jackson is a regular straight fit with a mid-waist and zip fly. It is designed to sit</p> <p><b>Local Heroes — Steranko, Manchester</b> We work with some of the best independent retailers across the globe.</p> <p><b>Go behind the scenes of a Re-use drop</b> Meet Michael Lundin, around here, he is also known as Micks or Mike. He is our</p> <p><b>Out Of Office — Nudie Jeans Women 2020</b> The 'Out of Office' concept and collection started about a year ago. Back then, all we</p> <p><i>(Nudie Jeans)</i></p>  <p><i>(COS)</i></p>
<p><b>Online M&amp;C – Social Media: YouTube Content?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 17/20:</b></p> <ul style="list-style-type: none"> <li>As a recall, all SCF brands, except for Rains, Designers Remix and Soulland, have their own YouTube accounts</li> </ul> <p><b>Types of YouTube Content:</b></p> <ul style="list-style-type: none"> <li><b>Short-summaries/highlights of fashion shows:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, House of Dagmar <i>(only have this video uploaded on their YouTube channel)</i>, By Malene Birger, Rodebjer</li> <li><b>Official seasonal campaign videos:</b> Acne Studios, Ganni, Filippa K, Samsøe Samsøe, Tiger of Sweden, Baum und Pferdgarten, COS, Fjällraven, Norse Projects, By Malene Birger, Gestuz and Nudie Jeans</li> <li><b>Individual/Collaboration projects:</b> Ganni, Samsøe Samsøe, COS, Fjällraven, Norse Projects</li> <li><b>Content related to their sustainability approach:</b> Filippa K, Stine Goya <i>(only have this video uploaded on their YouTube channel)</i>, COS, Norse Projects and Nudie Jeans</li> <li><b>Behind-the-scenes of fashion shows:</b> Ganni, Samsøe Samsøe, Baum und Pferdgarten and By Malene Birger</li> <li><b>Brand interviews with artists, architects, fashion designers, industry experts etc.:</b> Ganni, Filippa K and Norse Projects</li> <li><b>'How To' tutorials:</b> Fjällraven <i>(e.g. how to pack your backpack)</i>, Totême <i>(e.g. how to tie your scarf in several ways)</i> and Nudie Jeans <i>(e.g. how to wash a pair of dry jeans)</i></li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>Cultural videos:</b> Samsøe Samsøe (<i>has a series called 'LOCAL LOVE', where the brand introduces its neighborhood and its residents</i>) and Totême (<i>has a 'NYC' series, as this is a powerful inspirational source for the brand</i>)</li> <li>○ <b>Inspirational videos with founders:</b> By Malene Birger and Rodebjer</li> <li>○ <b>Other:</b> Acne Studios (<i>has a series of YouTube videos praising its architectural flagship designs</i>), COS (<i>has an 'Active' series, offering online yoga and fitness classes</i>), Mads Norgaard (<i>has a creative and artistic video making an ode to its iconic 101 t-shirt – only have this video uploaded on its YouTube channel</i>) and Nudie Jeans (<i>has a series of videos with detailed explanations to their most frequently asked questions</i>)</li> </ul>
<b>Offline M&amp;C – Fashion Weeks?</b>  <i>(rank-ordered from most to least popular)</i>	<p><b>Yes – 17/20:</b></p> <ul style="list-style-type: none"> <li>○ All brands except for Fjällräven, Norse Projects and Nudie Jeans</li> </ul> <p><b>Which Fashion Weeks?</b></p> <ul style="list-style-type: none"> <li>○ <b>Copenhagen Fashion Week (CFW):</b> Acne Studios, Ganni, Samsøe Samsøe, Baum und Pferdgarten, Stine Goya, Rains, Designers Remix, By Malene Birger, Gestuz, Mads Norgaard and Rodebjer (all brands except for Acne Studios are on the list for the upcoming show)</li> <li>○ <b>Stockholm Fashion Week (SFW):</b> Filippa K, House of Dagmar, Totême and Rodebjer</li> <li>○ <b>London Fashion Week (LFW):</b> Tiger of Sweden, COS and Soulland (only for its menswear line) (all brands solely presented their collections at PFW once)</li> <li>○ <b>Paris Fashion Week (PFW):</b> Acne Studios and Stine Goya (both brands only presented their collections at PFW once)</li> <li>○ <b>Milan Fashion Week (MFW):</b> Soulland (only presented its menswear collection on MFW once)</li> <li>○ <b>New York Fashion Week (NYFW):</b> Rodebjer (only presented its collection on NYFW once)</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Rodebjer and Totême were founded in NYC by Swedish designers. While Rodebjer did participate at both, NYFW and SFW, Totême solely participated in SFW.</li> <li>○ Interestingly, despite its Swedish origin, Rodebjer participated in CFW</li> <li>○ Similarly, Acne Studios (a Stockholm-based brand), participated at CFW instead of SFW</li> <li>○ House of Dagmar, By Malene Birger and Gestuz additionally organized their own independent fashion shows (not linked to any fashion week)</li> <li>○ <b>House of Dagmar independent fashion show:</b> in 2007, House of Dagmar was awarded with the 'Fresh Faces' award. The prize was to organize an independent fashion show in NYC.</li> <li>○ <b>By Malene Birger independent fashion show:</b> organized for its AW/19 collection at their headquarters</li> <li>○ <b>Gestuz independent fashion show:</b> organized for its AW/20 collection at the Gestuz Gallery</li> </ul>

<p><b>Online M&amp;C – Social Media: Fashion Shows Highlights Section on Instagram?</b></p> <p><i>(by including a portion of their fashion shows on the 'Highlights' section of Instagram, SCF brands create a permanent record of these, enabling a larger number of customers to get a glimpse of what fashion shows feel like)</i></p>	<p><b>Yes – 6/17:</b></p> <ul style="list-style-type: none"> <li>Acne Studios, Ganni, Baum und Pferdgarten, Designers Remix, By Malene Birger and Rodebjer</li> </ul> <p><b>Some Visual Examples:</b></p> <div data-bbox="547 371 1326 779"> </div> <p><i>(Acne Studios)</i></p>
<p><b>Online M&amp;C – Social Media: Influencer Strategy</b></p>	<p><b>Engage in Influencer Marketing – 17/20:</b></p> <ul style="list-style-type: none"> <li>All SCF brands, except for Rains, Norse Projects and By Malene Birger</li> <li><b>Primarily rely on Small-to-Medium sized Influencers:</b> Acne Studios, Ganni, Filippa K, Samsoe Samsoe, Stine Goya, COS, Fjällraven, Gestuz, Soulland, Mads Norgaard, Totême, Rodebjer and Nudie Jeans</li> <li><b>Primarily rely on Large sized Influencers:</b> Tiger of Sweden, Baum und Pferdgarten, House of Dagmar, and Designers Remix</li> </ul>
<p><b>Online M&amp;C – Articles/Interviews conducted by Fashion and/or Non-Fashion Magazines about the Brand?</b></p> <p><i>(Outline each brand's strategies and business models and deep-dive into each designer's sources of inspiration and passions. In this way, it is easier for customers to immerse into each brand's universe and feel identified with these)</i></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 20/20:</b></p> <p><b>Examples of Fashion Magazines:</b></p> <ul style="list-style-type: none"> <li><b>Vogue:</b> Filippa K, Stine Goya, COS, House of Dagmar, Rains, Designers Remix, By Malene Birger, Soulland, Totême and Rodebjer</li> <li><b>Drapers:</b> Filippa K, Samsoe, Samsoe, Tiger of Sweden, Baum und Pferdgarten, Stine Goya, Rains, Norse Projects and Gestuz</li> <li><b>BoF:</b> Acne Studios, Ganni, Stine Goya and COS</li> <li><b>GQ:</b> Acne Studios, Tiger of Sweden, Fjällraven and Nudie Jeans</li> <li><b>Highsnobiety:</b> Acne Studios, Samsoe Samsoe and Norse Projects</li> <li><b>Nordic Style Magazine:</b> Baum und Pferdgarten, Stine Goya and Designers Remix</li> <li><b>Harper's Bazaar:</b> Ganni and Rodebjer</li> <li><b>The Cut:</b> Ganni, Rodebjer</li> <li><b>Twenty6 Magazine:</b> Mads Norgaard and Nudie Jeans</li> <li><b>Other:</b> Numero Magazine (<i>Samsoe Samsoe</i>), Just Style (<i>Tiger of Sweden</i>), WWD (<i>House of Dagmar</i>), Scan Magazine (<i>House of Dagmar</i>), The Daily Street (<i>Soulland</i>), Grazia Daily (<i>Gestuz</i>), Alt for Damerne Magazine (<i>Mads Norgaard</i>), Costume Magazine (<i>Mads Norgaard</i>) and Elle (<i>Totême</i>)</li> </ul> <p><b>Examples of Non-Fashion Magazines:</b></p> <ul style="list-style-type: none"> <li><b>Forbes:</b> Baum und Pferdgarten, Fjällraven, Totême and Nudie Jeans</li> <li><b>Global Blue:</b> Filippa K, Tiger of Sweden and Rodebjer</li> <li><b>Standard:</b> Ganni and By Malene Birger</li> <li><b>NY Mag:</b> Fjällraven and Rains</li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>Other:</b> The Guardian (<i>Acne Studios</i>), Tribute Magazine (<i>Acne Studios</i>), Medium (<i>Baum und Pferdgarten</i>), Independent (<i>COS</i>), Telegraph (<i>COS</i>) and New York Times (<i>COS</i>)</li> </ul>
<b>Offline M&amp;C – Flagship/Pop-up store Opening Events?</b>	<p><b>Flagship store opening events – 17/20:</b></p> <ul style="list-style-type: none"> <li>○ All brands except for Designers Remix, Gestuz and Soulland (as a recall, these brands do not have flagship stores)</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Before launching its first flagship store in the US, Ganni did a travelling pop-up tour, stopping in different American cities. This was an effective marketing strategy to build hype and buzz before the grand opening</li> <li>○ COS even organized anniversary events to celebrate the longevity of its flagship stores</li> </ul> <p><b>Pop-up store opening events – 18/20:</b></p> <ul style="list-style-type: none"> <li>○ All brands except for Baum und Pferdgarten and Totême (as a recall, these brands do not have pop-up stores)</li> </ul>
<b>Offline M&amp;C – Sample Sales in-store?</b>	<p><b>Yes – 10/20:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Filippa K, Samsøe Samsøe, Stine Goya, House of Dagmar, Designers Remix, Soulland, Mads Norgaard, Totême and Rodebjer</li> </ul> <p><b>*Note:</b></p> <ul style="list-style-type: none"> <li>○ <i>Designers Remix, Gestuz and Soulland do not have their own flagship stores. Hence, all in-store sample sales took place in their stores within department stores or shopping malls</i></li> </ul>
<b>Offline M&amp;C – Stock Sales in-store?</b>	<p><b>Yes – 7/20:</b></p> <ul style="list-style-type: none"> <li>○ Baum und Pferdgarten, Stine Goya, By Malene Birger, Designers Remix, Soulland, Mads Norgaard and Totême</li> </ul> <p><b>*Note:</b></p> <ul style="list-style-type: none"> <li>○ <i>Designers Remix and Soulland do not have their own flagship stores. Hence, all in-store stock sales took place in their stores within department stores or shopping malls</i></li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Designers Remix only hosted stock sales for its kidsweat line</li> </ul>
<b>Offline M&amp;C – Flash Sales in-store?</b>	<p><b>Yes – 6/20:</b></p> <ul style="list-style-type: none"> <li>○ Samsøe Samsøe, Tiger of Sweden, By Malene Birger, Designers Remix, Soulland and Rodebjer</li> </ul> <p><b>*Note:</b></p> <ul style="list-style-type: none"> <li>○ <i>Designers Remix and Soulland do not have their own flagship stores. Hence, all in-store flash sales in their stores within department stores or shopping malls</i></li> </ul>
<b>Offline M&amp;C – Exclusive Pre-Sales in-store?</b>	<p><b>Yes – 3/20:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios, Samsøe Samsøe and Totême</li> </ul>
<b>Offline M&amp;C – In-store Events?</b>  <i>(rank-ordered from most to least popular)</i>	<p><b>Yes – 15/20:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Baum und Pferdgarten, Fjällraven, Rains, Norse Projects and Totême</li> </ul> <p><b>*Note:</b></p> <ul style="list-style-type: none"> <li>○ <i>Designers Remix, Gestuz and Soulland do not have their own flagship stores. Hence, all in-store events took place in other fashion brand's stores or in their stores within department stores or shopping malls</i></li> </ul> <p><b>Types of in-store events:</b></p> <ul style="list-style-type: none"> <li>○ <b>Small in-store parties to celebrate the launch of a new collection:</b> Acne Studios, Ganni, Samsøe Samsøe, Stine Goya, House of Dagmar, Designers Remix, Gestuz and Nudie Jeans</li> </ul>






	<ul style="list-style-type: none"> <li>○ <b>Art/photography exhibitions in-store:</b> Ganni, Tiger of Sweden, COS, By Malene Birger, Mads Norgaard and Rodebjer</li> <li>○ <b>Live music concerts in-store:</b> Samsøe Samsøe, House of Dagmar, Soulland, Mads Norgaard and Nudie Jeans</li> <li>○ <b>Shopping nights:</b> Designers Remix, Soulland, Mads Norgaard and Rodebjer</li> <li>○ <b>Cinema/movie session in-store:</b> Samsøe Samsøe and COS</li> <li>○ <b>Friendly competitions in-store:</b> Tiger of Sweden (<i>customers had to complete a challenge and the winner was awarded with a pair of Tiger of Sweden jeans</i>) and Rodebjer (<i>similar to Tiger of Sweden, but with a monetary voucher to be used for future Rodebjer purchases</i>)</li> <li>○ <b>Special-occasion events:</b> Samsøe Samsøe (<i>Christmas party</i>) and By Malene Birger (<i>Valentine's Day party</i>)</li> <li>○ <b>Other:</b> Sustainability sessions in-store (<i>Filippa K</i>), entrepreneurial talks in-store (<i>House of Dagmar</i>) and weekend breakfast in-store (<i>Samsøe Samsøe</i>)</li> </ul>
<p><b>Other Offline M&amp;C Activities?</b></p>	<p><b>Launch their own contemporary/lifestyle books – 3/20:</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios – <i>Snowdon Blue</i>, <i>Bruce of Los Angeles: Rodeo and Peter Schlesinger Sculpture (2015)</i> (Show Studio, 2020)</li> <li>○ Tiger of Sweden – <i>1903 Journal</i></li> <li>○ Nudie Jeans – In 2019, "Maria Erixon, co-founder of Nudie Jeans, released her book about the journey of creating a global brand, passion for denim, and all the people involved along the way" (Nudie Jeans, 2020)</li> </ul> <p><b>Some Visual Examples:</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <p>(Acne Studios)</p> </div> <div style="text-align: center;">  <p>(Tiger of Sweden)</p> </div> <div style="text-align: center;">  <p>(Nudie Jeans)</p> </div> </div> <p><b>Other – 5/20</b></p> <ul style="list-style-type: none"> <li>○ Acne Studios' pink shopping bags have become iconic and are easily recognizable globally</li> <li>○ Ganni organized a beach clean-up at Rockaway Beach, NYC" (Ganni, 2020), thereby strengthening its sustainability credentials</li> <li>○ Fjällraven organized a "300km-long dog-sled adventure through the Arctic Tundra" and a trekking excursion in Sweden (Fjällraven, 2020)</li> <li>○ Mads Norgaard has been sponsoring the Roskilde music festival for 11 consecutive years</li> <li>○ Similarly, Nudie Jeans also sponsored the M for Montreal music festival</li> <li>○ Nudie Jeans organized "panel talks (...)at the Swedish American Chamber of Commerce in New York, at the European Forum on Eco-innovation in Vienna, and at the University of Gothenburg's School of Business, Economics and Law" (Nudie Jeans, 2020)</li> </ul>

Table 14 – Key Partnerships

\*Data collected manually from each brand's official websites, social media accounts, online magazine/newspaper articles and overall Internet searches

<p><b>Partnerships with PR/Marketing Agencies?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 18/20:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Acne Studios and Nudie Jeans</li> </ul> <p><b>Europe:</b></p> <p><b>PR/Marketing agencies in Scandinavia – 12/18</b></p> <ul style="list-style-type: none"> <li>○ <b>Patriksson Communication</b> (Sweden, Denmark and Norway): Ganni, Filippa K, Tiger of Sweden, Stine Goya, By Malene Birger, Totême and Rodebjer</li> <li>○ <b>Milk Agency</b> (Denmark): House of Dagmar and Designers Remix</li> <li>○ <b>Spalt PR</b> (Sweden, Denmark and Norway): Stine Goya</li> <li>○ <b>Daag Studio</b> (Sweden): House of Dagmar</li> <li>○ <b>Spoil Concept Communications</b> (Sweden): Baum und Pferdgarten</li> <li>○ <b>M.K.A. Agency</b> (Sweden): Mads Norgaard</li> <li>○ <b>Aakerlind</b> (Sweden): Gestuz</li> <li>○ <b>Colina Agency</b> (Norway): Ganni</li> </ul> <p><b>PR/Marketing agencies in UK – 11/18</b></p> <ul style="list-style-type: none"> <li>○ <b>SANE Communications:</b> Filippa K, Rains and Norse Projects</li> <li>○ <b>Varg PR:</b> Samsøe Samsøe</li> <li>○ <b>The Communications Store:</b> Tiger of Sweden</li> <li>○ <b>Purple PR:</b> Baum und Pferdgarten</li> <li>○ <b>AMPR:</b> Stine Goya</li> <li>○ <b>Camron PR:</b> COS</li> <li>○ <b>The Goods Agency:</b> Rains</li> <li>○ <b>VARG:</b> Gestuz</li> <li>○ <b>Inexcess Fashion:</b> Mads Norgaard</li> </ul> <p><b>PR/Marketing agencies in Germany – 7/18</b></p> <ul style="list-style-type: none"> <li>○ <b>Agency V:</b> Ganni, Stine Goya and Soulland</li> <li>○ <b>We Love PR:</b> Baum und Pferdgarten and Gestuz</li> <li>○ <b>Prag Agency:</b> Ganni</li> <li>○ <b>Silk Relations:</b> Tiger of Sweden</li> <li>○ <b>Designer's Agency:</b> Mads Norgaard <i>(only for kidswear)</i></li> <li>○ <b>Label Agent:</b> Mads Norgaard</li> </ul> <p><b>PR/Marketing agencies in Netherlands &amp; Belgium – 7/18</b></p> <ul style="list-style-type: none"> <li>○ <b>Boogaard</b> (Netherlands): Baum und Pferdgarten, Stine Goya and Gestuz</li> <li>○ <b>Deuxdix Agency</b> (Netherlands): Ganni and Stine Goya</li> <li>○ <b>UPR</b> (Netherlands &amp; Belgium): Filippa K and Samsøe Samsøe</li> <li>○ <b>Ivy Lee</b> (Netherlands &amp; Belgium): Baum und Pferdgarten</li> <li>○ <b>WIG Anthology</b> (Netherlands &amp; Belgium): Mads Norgaard</li> <li>○ <b>Turbulence</b> (Belgium): Samsøe Samsøe</li> </ul> <p><b>PR/Marketing agencies in France – 2/18</b></p> <ul style="list-style-type: none"> <li>○ <b>DLX:</b> Ganni</li> <li>○ <b>OBCM:</b> Samsøe Samsøe</li> </ul> <p><b>PR/Marketing agencies in other European countries – 2/18</b></p> <ul style="list-style-type: none"> <li>○ <b>AT Agency</b> (Spain): Samsøe Samsøe</li> <li>○ <b>Big Bag PR</b> (Hungary): COS</li> </ul>
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	<p><b>America:</b>  <b>PR/Marketing agencies in US – 5/18</b></p> <ul style="list-style-type: none"> <li>○ <b>DLX:</b> Ganni and Stine Goya</li> <li>○ <b>ZOI Agency:</b> COS</li> <li>○ <b>Jane Gill PR:</b> COS</li> <li>○ <b>Rygr:</b> Fjällraven</li> </ul> <p><b>PR/Marketing agencies in Canada – 2/18</b></p> <ul style="list-style-type: none"> <li>○ <b>Nous Agency:</b> Filippa K</li> <li>○ <b>Milk Creative Communications:</b> Fjällraven</li> </ul> <p><b>Oceania:</b>  <b>PR/Marketing agencies in Australia – 3/18</b></p> <ul style="list-style-type: none"> <li>○ <b>Leaf Communications:</b> Ganni</li> <li>○ <b>Agent 99 PR:</b> Fjällraven</li> </ul>
<p><b>Sustainability Partnerships?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 20/20:</b></p> <p><b>Types of sustainability partnerships:</b>  <b>Enhancing sustainability in the fashion industry overall – 11/20</b></p> <ul style="list-style-type: none"> <li>○ <b>UN Global Compact</b> <i>(in charge of strengthening sustainability requirements):</i> Ganni, Fjällraven, Rains, By Malene Birger and Mads Norgaard</li> <li>○ <b>Sustainable Apparel Coalition (SAC)</b> <i>(in charge of identifying sustainability opportunities in the fashion industry):</i> Ganni and Fjällraven</li> <li>○ <b>Dansk Mode og Tekstil (DM&amp;T)</b> <i>(in charge of identifying sustainability opportunities in the fashion industry):</i> Samsoe Samsoe, Stine Goya, By Malene Birger</li> <li>○ <b>Danks Initiativ for EtiskHandel (DIEH)</b> <i>(in charge of strengthening sustainability requirements in the fashion industry):</i> By Malene Birger and Gestuz</li> <li>○ <b>Sustainable Fashion Academy</b> <i>(in charge of offering online trainings on sustainability):</i> Tiger of Sweden</li> <li>○ <b>Swedish Shoe Environmental Initiative (SSEI)</b> <i>(in charge of improving the sustainability standards of shoe production):</i> Filippa K</li> <li>○ <b>Alliance for Responsible Denim (ARD)</b> <i>(in charge of ensuring a sustainable production of denim):</i> Nudie Jeans</li> </ul> <p><b>Promoting organic farming practices – 10/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Global Organic Textile Standard (GOTS)</b> <i>(in charge of tracing and improving cotton farming practices):</i> Ganni, Samsoe Samsoe, Tiger of Sweden, House of Dagmar, Designers Remix, Soulland and Nudie Jeans</li> <li>○ <b>Better Cotton Initiative (BCI)</b> <i>(in charge of tracing and improving cotton farming practices):</i> Tiger of Sweden, COS, House of Dagmar, Gestuz and Mads Norgaard</li> <li>○ <b>Organic Cotton Accelerator (OCA)</b> <i>(in charge of tracing and improving cotton farming practices):</i> COS</li> <li>○ <b>Chetna Organic Agriculture (COA)</b> <i>(in charge of tracing and improving cotton farming practices):</i> Nudie Jeans</li> <li>○ <b>Värmlands Alpacka</b> <i>(in charge of tracing and improving alpaca farming practices):</i> House of Dagmar</li> <li>○ <b>Good Cashmere Standard (GCS)</b> <i>(in charge of ensuring a responsible and organic production of cashmere):</i> COS</li> </ul> <p><b>Alleviating climate change – 9/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Sweden Textile Initiative for Climate Action (STICA):</b> Acne Studios, Tiger of Sweden, House of Dagmar, Totême and Nudie Jeans</li> <li>○ <b>UN Climate Neutral Now Pledge:</b> Designers Remix and Nudie Jeans</li> </ul>



	<ul style="list-style-type: none"> <li>○ <b>Fashion Industry Charter on Climate Action:</b> COS</li> <li>○ <b>European Clothing Action Plan (ECA):</b> House of Dagmar</li> <li>○ <b>Project Pressure:</b> Norse Projects</li> </ul> <p><b>Improving chemical management systems – 9/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Swedish Chemical Group (SCG):</b> Acne Studios, Tiger of Sweden, Baum und Pferdgarten, Fjällraven, By Malene Birger, Totême and Nudie Jeans</li> <li>○ <b>ZDHC Commitment:</b> COS and Nudie Jeans</li> <li>○ <b>MTS:</b> Tiger of Sweden and By Malene Birger</li> <li>○ <b>Intertek:</b> Rodebjer</li> </ul> <p><b>Fostering better leather practices – 6/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Leather Working Group</b> (<i>in charge of tracing and rating leather tanneries</i>): Acne Studios, Samsøe Samsøe, Baum und Pferdgarten, Fjällraven and Gestuz</li> <li>○ <b>Tärnsjö Garveri</b> (<i>in charge of promoting vegetable tanning practices</i>): House of Dagmar</li> </ul> <p><b>Plastics reduction – 6/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Ellen MacArthur Plastics Commitment:</b> Ganni, Baum und Pferdgarten, Stine Goya and COS</li> <li>○ <b>MinShed</b> (<i>in charge of minimizing ocean microplastics</i>): Filippa K</li> <li>○ <b>ORTA</b> (<i>in charge of protecting sea turtles by minimizing plastic ocean residues</i>): Samsøe Samsøe</li> </ul> <p><b>Animal welfare – 5/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Axfoundation</b> (<i>in charge of improving animal welfare overall</i>): Filippa K</li> <li>○ <b>TruCost</b> (<i>in charge of improving animal welfare overall</i>): Filippa K</li> <li>○ <b>ZeroMission</b> (<i>in charge of regenerating animal pasture</i>): Tiger of Sweden</li> <li>○ <b>World Wildlife Fund (WWF)</b> (<i>in charge of protecting endangered species</i>): COS</li> <li>○ <b>Stockholm University Projects</b> (<i>in charge of protecting endangered species</i>): Fjällraven</li> <li>○ <b>Fur Free Alliance:</b> Tiger of Sweden and Nudie Jeans</li> </ul> <p><b>Fostering reforestation – 4/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Forest Stewardship Council (FSC):</b> COS, House of Dagmar, Rains and Nudie Jeans</li> </ul> <p><b>Enhancing traceability – 2/20</b></p> <ul style="list-style-type: none"> <li>○ <b>TrusTrace</b> (<i>in charge of developing blockchain technologies to improve traceability</i>): Filippa K</li> <li>○ <b>VeChain</b> (<i>in charge of developing blockchain technologies to improve traceability</i>): COS</li> </ul> <p><b>Improving water management systems – 2/20</b></p> <ul style="list-style-type: none"> <li>○ <b>Sweden Textile Water Initiative (STWI):</b> Filippa K</li> <li>○ <b>Water Resources Group (WRG):</b> COS</li> </ul>
<p><b>Charity Partnerships?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 16/20:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for House of Dagmar, Rains, Gestuz and Totême</li> </ul> <p><b>Types of charity partnerships:</b></p> <ul style="list-style-type: none"> <li>○ <b>Launching limited-edition collections or individual products, specifically created to raise money for charity:</b> Ganni, Samsøe Samsøe, Baum und Pferdgarten, House of Dagmar, Norse Projects, By Malene Birger, Soulland, Mads Norgaard and Nudie Jeans</li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>Simply donating money to support different charities and their projects:</b> Ganni, Samsoe Samsoe, COS, Fjällraven, Designers Remix, Mads Norgaard, Rodebjer and Nudie Jeans</li> <li>○ <b>Donating excess clothes to charity organizations:</b> Ganni, Filippa K, Tiger of Sweden, By Malene Birger and Nudie Jeans</li> <li>○ <b>Donating excess fabrics to charity organizations:</b> Ganni, By Malene Birger and Mads Norgaard</li> <li>○ <b>Organizing brand events to raise money for charity:</b> Acne Studios and Ganni</li> <li>○ <b>Self-volunteering in charity projects:</b> Stine Goya and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Norse Projects and Soulland collaborated together, alongside with 3 more Danish fashion brands, to create a charitable t-shirt</li> </ul>
<p><b>Partnerships with Fashion Brands?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 14/20:</b></p> <ul style="list-style-type: none"> <li>○ All SCF brands studied, except for Baum und Pferdgarten, Stine Goya, COS, Gestuz, Totême and Nudie Jeans</li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>○ Some of the SCF brands studied engaged in partnerships with other SCF brands: <i>Acne Studios x Fjällraven; Filippa K x Swedish Stockings; By Malene Birger x Swedish Stockings</i></li> <li>○ Norse Projects collaborated with Dr. Martens, in order to design the uniforms for the staff members of the NOMA restaurant</li> </ul> <p><b>Types of partnerships:</b></p> <ul style="list-style-type: none"> <li>○ <b>Capsule collection of shoes:</b> Ganni, Stine Goya, Rains, Norse Projects, Soulland and Mads Norgaard</li> <li>○ <b>Capsule collection of eyewear:</b> Filippa K, Stine Goya, House of Dagmar, Rains and Designers Remix</li> <li>○ <b>Capsule collection of bags:</b> Acne Studios, Filippa K, Norse Projects (laptop bags to be more concrete) and Soulland</li> <li>○ <b>Capsule collection of outerwear:</b> Acne Studios, Filippa K, Samsoe Samsoe and Norse Projects</li> <li>○ <b>Capsule collection of denim:</b> Ganni, Samsoe Samsoe, Soulland and Rodebjer</li> <li>○ <b>General menswear capsule collection:</b> Norse Projects, Soulland and Mads Norgaard</li> <li>○ <b>Capsule collection of hats:</b> Norse Projects (of beanies to be more concrete) and Soulland</li> <li>○ <b>Capsule collection of tights:</b> Filippa K and By Malene Birger</li> <li>○ <b>General womenswear capsule collection:</b> Stine Goya</li> <li>○ <b>Capsule collection of activewear:</b> Mads Norgaard</li> <li>○ <b>Capsule collection of business attire:</b> Tiger of Sweden</li> </ul>
<p><b>Partnerships with Non-Fashion Brands?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 6/20:</b></p> <ul style="list-style-type: none"> <li>○ Filippa K, Samsoe Samsoe, Baum und Pferdgarten, Soulland, Mads Norgaard and Nudie Jeans</li> </ul> <p><b>Types of partnerships:</b></p> <ul style="list-style-type: none"> <li>○ <b>Furniture capsule collection:</b> Soulland (<i>in collaboration with Bolia</i>), Mads Norgaard (<i>in collaboration with TAKT</i>) and Nudie Jeans (<i>in collaboration with Swedese</i>)</li> <li>○ <b>Coca-Cola bottle design:</b> Baum und Pferdgarten</li> <li>○ <b>Short-film on fashion, art and design:</b> Soulland (<i>in collaboration with Bang &amp; Olufsen</i>)</li> <li>○ <b>Garment care products:</b> Filippa K (<i>a clothing mist and a textile impregnation spray, in collaboration with Pure Effect and Organic Click, respectively</i>)</li> <li>○ <b>Shopping bags:</b> Samsoe Samsoe (<i>in collaboration with Mastercard; most shocking combination</i>)</li> </ul>

<p><b>Partnerships with Department Stores?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 9/20:</b></p> <ul style="list-style-type: none"> <li>Acne Studios, Ganni, Filippa K, Baum und Pferdgarten, House of Dagmar, Norse Projects, Gestuz, Soulland and Nudie Jeans</li> </ul> <p><b>Types of partnerships:</b></p> <ul style="list-style-type: none"> <li><b>Pop-up stores inside department stores:</b> Filippa K <i>(with Fenwick)</i>, Stine Goya <i>(with Selfridges)</i>, House of Dagmar <i>(with Sturegallerian and De Bijenkorf)</i>, Gestuz <i>(with Selfridges and Harrods)</i>, Soulland <i>(with ILLUM)</i> and Nudie Jeans <i>(with Bloomingdales)</i></li> <li><b>Exclusive apparel collections:</b> Acne Studios <i>(with Liberty London)</i>, Ganni <i>(with Liberty London)</i>, Baum und Pferdgarten <i>(with Breuninger)</i>, Norse Projects <i>(with Liberty London)</i> and Nudie Jeans <i>(with Barneys)</i></li> <li><b>Exclusive home collections:</b> Mads Norgaard <i>(with Magasin)</i></li> </ul>
<p><b>Partnerships with Multi-Brand Stores?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 13/20:</b></p> <ul style="list-style-type: none"> <li>All SCF brands studied, except for Filippa K, Samsøe Samsøe, Tiger of Sweden, Fjällräven, House of Dagmar, Gestuz, and Totême</li> </ul> <p><b>Types of partnerships:</b></p> <ul style="list-style-type: none"> <li><b>General womenswear capsule collection:</b> Ganni <i>(with MyTheresa, Browns, NAP and Shopbop)</i>, Baum und Pferdgarten <i>(with MyTheresa)</i>, By Malene Birger <i>(with NAP)</i> and Rodebjer <i>(with Wakakui)</i></li> <li><b>General menswear capsule collection:</b> COS <i>(with Mr. Porter)</i>, Rains <i>(with DOE and LeFix)</i>, Norse Projects <i>(with Oi Polloi)</i> and Soulland <i>(with Goodhoodstore)</i></li> <li><b>Capsule collection of business attire:</b> Acne Studios <i>(with Mr. Porter)</i> and Mads Norgaard <i>(with Rezet – both reinvented the classic suit pants, giving them a sporty look)</i></li> <li><b>Capsule collection of shoes:</b> Ganni <i>(with MyTheresa)</i> and Soulland <i>(with Rezet)</i></li> <li><b>Pop-up stores inside multi-brand stores:</b> Designers Remix <i>(with Club21)</i> and Nudie Jeans <i>(with Azalea and Dutil Denim Shop)</i></li> <li><b>Capsule collection of eveningwear:</b> Stine Goya <i>(with NAP)</i></li> <li><b>Capsule collection of outerwear:</b> Rains <i>(with Off the Hook, Oi Polloi and Rezet)</i></li> <li><b>Capsule collection of bags:</b> Rains <i>(with S.T. Valentin)</i></li> <li><b>Capsule collection of denim:</b> Nudie Jeans <i>(with Tenue de Nîmes, Aphrodite, Pronto Denim and De Rode Winkel)</i></li> </ul> <p><b>Peculiarities:</b></p> <ul style="list-style-type: none"> <li>Around half of these partnerships were launched with purely digital multi-brand players and the remaining half with hybrid (online &amp; offline) multi-brand stores</li> </ul>
<p><b>Cultural Partnerships?</b></p> <p><i>(rank-ordered from most to least popular)</i></p>	<p><b>Yes – 20/20:</b></p> <p><b>Types of partnerships:</b></p> <p><b>Art &amp; Photography – 17/20:</b></p> <ul style="list-style-type: none"> <li><b>Apparel capsule collections launched in collaboration with artists:</b> Acne Studios, Filippa K, Rains, Norse Projects, Designers Remix, By Malene Birger, Gestuz, Mads Norgaard <i>(launched many swimwear collections with artists)</i>, Rodebjer and Nudie Jeans <i>(solely available to those belonging to their membership program)</i></li> <li><b>Bags/accessories capsule collections launched in collaboration with artists:</b> Fjällräven <i>(bags)</i>, By Malene Birger <i>(bags)</i>, Fjällräven <i>(notebooks)</i> and Mads Norgaard <i>(iPhone cases)</i></li> <li><b>Collaborations with artists/photographers to sell their paintings/photos via the brand's website:</b> Ganni, Baum und Pferdgarten and Designers Remix</li> <li><b>Collaborations with digital artists to launch fashion-related short-films:</b> Stine Goya, House of Dagmar and Mads Norgaard</li> <li><b>Limited-edition jewelry pieces launched in collaboration with artists:</b> Stine Goya and Mads Norgaard</li> </ul>

	<ul style="list-style-type: none"> <li>○ <b>Collaborations with artists to develop paintings reinterpreting each brand's fashion collections:</b> House of Dagmar and Rodebjer</li> <li>○ <b>Collaborations with artists to launch art installations:</b> COS (<i>both, in-store and outdoors</i>) and Totême (<i>only outdoors</i>)</li> <li>○ <b>Collaborations with artists to launch sculptures:</b> COS and Gestuz</li> <li>○ <b>Collaborations with artists to design the brand's window shops:</b> COS</li> </ul> <p><b>Home Décor Ceramics – 6/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Capsule collections of handcrafted ceramics launched in collaboration with artists:</b> Ganni, Filippa K, Tiger of Sweden, Stine Goya, COS and By Malene Birger</li> </ul> <p><b>Books &amp; Magazines – 5/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Capsule apparel collections launched in collaboration with fashion magazines:</b> Acne Studios (<i>with Subcultural Magazine</i>), Rains (<i>with Hypebeast</i>) and Soulland (<i>with Playboy Magazine</i>)</li> <li>○ <b>Collaborations with writers, to host their new publications in-store:</b> Norse Projects</li> <li>○ <b>Collaborations with publishing companies, to launch a bookstore and reading space in-store:</b> COS (<i>in collaboration with 'The Book Society'; but only available at its Seoul flagship store</i>)</li> </ul> <p><b>Music – 3/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Capsule apparel collections launched in collaboration with musicians:</b> Tiger of Sweden and Soulland</li> <li>○ <b>Limited-edition t-shirts launched in collaboration with music festivals:</b> Samsøe Samsøe</li> <li>○ <b>Collaborations with music bands, to host their new albums in-store:</b> Soulland</li> </ul> <p><b>Museums – 2/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Collaborations with museums to display some of brands' most iconic garments:</b> Designers Remix (<i>temporary exhibition</i>) and Mads Norgaard (<i>permanent exhibition – for its iconic 101 t-shirt</i>)</li> </ul> <p><b>Sports – 2/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Capsule apparel collections launched in collaboration with sports players:</b> Acne Studios (<i>with an NBA player</i>)</li> <li>○ <b>Collaborations with dance academies, to host dance performances in-store:</b> Mads Norgaard</li> </ul> <p><b>Food &amp; Beverages – 2/20:</b></p> <ul style="list-style-type: none"> <li>○ By Malene Birger (<i>collaborated with 'Nohrlund' to launch 2 cocktails</i>) and Mads Norgaard (<i>collaborated with 'Hansen's Ice-Cream' to launch an ice cream flavor</i>)</li> </ul> <p><b>Other – 2/20:</b></p> <ul style="list-style-type: none"> <li>○ <b>Architecture:</b> COS (<i>collaborated with architects to launch architectural installations</i>)</li> <li>○ <b>Design Schools:</b> By Malene Birger (<i>launched a capsule apparel collection in collaboration with fashion design students</i>)</li> </ul>
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## Appendix – Glossary:

### *Glossary 1 – Fibers/Fabrics Standards & Certifications*

<b>Global Recycled Standard (GRS):</b>	“The <i>Global Recycled Standard (GRS)</i> is a voluntary product standard for tracking and verifying the content of recycled materials in a final product. The standard applies to the full supply chain and addresses traceability, environmental principles, social requirements, chemical content and labeling. With <i>GRS</i> certification, you can communicate to customers your commitment to truth in materials and support for a circular economy that reduces waste by using it to make new products” (NSF, 2019)
<b>Global Organic Textile Standard (GOTS):</b>	“The <i>Global Organic Textile Standard (GOTS)</i> is an internationally recognized organic textile standard (...) <i>GOTS</i> ensures the organic status of textiles from the harvesting of the raw materials through environmentally and socially responsible manufacturing all the way to labelling, in order to provide credible assurances to the consumer. The standard covers the processing, manufacturing, packaging, labelling, trading and distribution of all textiles made from at least 70 percent certified organic natural fibers” (Control Union, 2020)
<b>Organic Content Standard (OCS):</b>	“The <i>Organic Content Standard (OCS)</i> is a standard for tracking and verifying the content of organically grown materials in a final product” (Textile Exchange, 2013)
<b>Better Cotton Initiative</b>	“The <i>Better Cotton Initiative (BCI)</i> (...) is the largest cotton sustainability program in the world (...) <i>BCI</i> exists to make global cotton production better for the people who produce it, better for the environment it grows in and better for the sector’s future (...) through <i>BCI</i> (...) farmers receive training on how to use water efficiently, care for the health of the soil and natural habitats (and) reduce (the) use of the most harmful chemicals” (BCI, 2020)
<b>Responsible Wool Standard (RWS):</b>	The <i>Responsible Wool Standard (RWS)</i> makes sure that “wool comes from farms that have a progressive approach to managing their land, practice holistic respect for animal welfare of the sheep and respect the Five Freedoms of animal welfare” (Textile Exchange, 2020)
<b>Econyl Trademark:</b>	“A registered trademark of Aquafil S.p.A., ( <i>Econyl</i> ) represents a procurement and regeneration system—where all aspects of the fiber are re-used and recycled” (McMorrow, 2019)
<b>Lenzing Ecovero Trademark:</b>	<i>Lenzing Ecovero</i> is “derived from certified renewable wood sources using an eco-responsible production process that generates up to 50% lower emissions and water impact compared to generic Viscose” (Lenzing AG, 2020)
<b>OEKO-TEX:</b>	“ <i>OEKO-TEX</i> is one of the world’s best-known labels for textiles tested for harmful substances (...) starting from the threads to the finished fabrics and finished articles” (OEKO-TEX, 2020)